



Dilico

**Annual Report**

2006-2007

# Vision and Mission

## Vision

Our vision is balance and well-being for Anishinabek children, families, and communities.

## Mission

Dilico embraces a holistic approach in the delivery of Health, Mental Health, Addictions and Child Welfare Services to compliment the strengths, values and traditions of Anishinabek children, families, and communities.



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*Dilico's ability to adapt to the changing needs of Anishinabek children, individuals, families, and communities has kept us a relevant and vital component in the lives of First Nations people for over 20 years.*



## Message from the President of the Board

The fiscal year from April 1, 2006 to March 31, 2007 has been a very busy and exciting year with many changes and a continued growth of the agency. Following the appointment of Joyce Pelletier as a judge, the Board of Directors appointed Jerry Woods as Acting Executive Director and commenced a search for a new Executive Director. In June, Donald Auger (Pays Plat) was hired as our new Executive Director and he commenced his duties during the last week of June. Mr. Auger has been actively involved throughout the year with a number of tasks including: updating himself on agency activities; building relationships with the members of the Board, staff, communities, our funding providers and other service providers; completing the work commenced on some issues, such as the change of the Dilico name and preparing new corporate and service brochures; visiting all of our communities and District Offices; interviewing all of the senior and middle managers; and arranging for a review of our human resource and finance policies.

The agency continues to experience rapid growth in its programs, services, budgets, staff, and numbers of clients served. For example, approvals were received for the establishment of a Family Health Team at the Thunder Bay site, and a Youth Outreach Services program in the downtown south core of the City. Our budget increased during the year from \$ 26.4 million to \$ 29.5 million dollars, an increase of about 12%. The Child Welfare staff have been involved with transferring a number of in-city cases from Tikinagan Child and Family Services to our agency pursuant to the "Jurisdictional Realignment" initiative of the Ministry to enable Aboriginal people to receive services from an Aboriginal agency. This has resulted in an increase in the number of children served by the agency, the addition of more staff and the creation of a new Family Service unit. During the year our staff complement changed from 306 to 349, an increase of about 14%.

The Province has made significant changes to its child welfare legislation (the Child and Family Services Act, or CFSA), which it calls "transformation" and "differential response". These processes will change child welfare practice in the province. Our Child Welfare staff have been gearing

up for these changes through training initiatives, reviewing the new practice manuals, and informing staff and community members of the changes.

The rapid and continued growth has also created issues that will need to be addressed. Chief among these issues, is the need for more office space to accommodate the increased staff and new programs. While this has been accomplished partly through a reconfiguration of work stations in the Child Welfare area, there is a need to seek additional space outside the building in the next year. Space continues to be a problem in the District and efforts will be made to secure alternate office space in Nipigon, Marathon and Longlac.

A human resources consulting group commenced, and will soon complete, a review and revision of our HR Policies and Procedures manual. The collective agreement negotiated during the unionization process provided updated policies and procedure for unionized staff and the revised HR Policies and Procedures manual will do the same for non-union staff, as well as provide an operating framework for all employees. In addition, we are following a similar process with our Finance Policies and Procedures Manual. Together, these documents provide the tools for senior and middle managers to use in effectively running the agency.

During this, and succeeding years, the Board will have Mr. Auger continue to work on changing the "look" and "feel" of the corporation, to tighten up our policies and procedures, to carry out relevant research, to communicate more effectively with the communities, to manage the agency more effectively, to review our original goal and vision with the Board members, and to focus agency services and values on family and community.

Our efforts as a Board will continue to be responsive to the needs of our children, families and community members.

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Respectfully submitted,

Karen Bannon  
President

# Using Our Strengths to Affect Positive Change

## **Toward Sustainable, Long-Term, Improvements for Anishinabek Lives in the New Millennium**

Improving First Nations health and well-being - as articulated in Dilico's vision and mission - requires an integrated and focused approach. To be truly effective and proactive in meeting the needs of children, individuals, families and communities, Dilico recognizes a holistic framework, one that encompasses all aspects of Anishinabek culture - the system of beliefs, spiritual beliefs, the economy, kinship ties, economic ties, community and social relations.

As service providers and advocates of individual rights, the significance of history and culture to Aboriginal people continually informs how we foster supportive environments. Dilico's knowledgeable and experienced staff brings a high level of commitment to our clients and communities. Our caring begins before birth, continues through all stages of a child's development, creates strong family support networks and promotes a lifetime of good health.

Dilico has continuously been at the forefront of Anishinabek children and family services with initiatives and service improvements that help make a difference. Some of this year's positive actions have been:

**The Walk-in Clinic** located at Dilico's main office provides community clinic access for urgent care one evening a week. Response for this service has been very positive.

**The June Steeve Lendrum Family Resource Centre** is an apartment complex for single mothers and their young children in one of Thunder Bay's core areas. Pre- and post-natal care, community kitchens, drop-in programs, workshops, parenting and life skills education are offered. A full-time, on-site Community Case Manager/ Social worker provides crisis intervention, group facilitation, individual counselling and parenting support to families living in the Centre and in the community.

**The Empowering First Nations Girls Project** is a research initiative to find the most effective ways to reinforce to young women that strength, self-esteem, and independence are all within their reach. Ultimately, this information will be used for more beneficial prevention and intervention programs.

**Youth Outreach Services** will help Anishinabek youth living in non-supportive and unstable environments to make positive life choices. Our team of full-time Youth Outreach Workers will work the front lines to assist youth on the streets by providing a constantly visible presence to make it as easy as possible for kids to take advantage of help.

**Child Welfare Transformation**, a provincial government initiative, is responsible for the establishment of an even better system that protects children by helping parents and families deal with serious problems, close to home, in their own communities. The initiative promotes keeping children safe with better investigations, greater reliance on preventive family supports and more judicious use of foster care. As a result, child welfare staff now has a greater capacity to make good, discerning decisions that ensure that the focus is on the best possible outcomes.

**Triple P – Positive Parenting Program** is an internationally award winning program that promotes positive, caring relationships between parents and their children by helping parents learn effective management strategies for dealing with a variety of childhood developmental and behavioural issues. Dilico implemented the program for health, social services and education practitioners in Thunder Bay in early 2007.



## Developing Personal, Social and Creative Skills



Students of the Day Treatment Program worked with Aboriginal artists, Moses Amik Beaver and Chris Sutherland, to create a mural based on the seven grandfather teachings - wisdom, truth, humility, bravery, honesty, love, and respect. The project was an excellent opportunity for Dilico to enable young people to explore their artistic talent and showcase their own culture and views. Funding was provided by the Ontario Arts Council and supported through the Community Arts and Heritage Project's Excluded Children and Youth program.

# First Nations Communities

Dilico programs and services are available for Aboriginal and First Nations residents of any age in Dilico's jurisdiction and for children in the care of Dilico and their caregivers.

## First Nations

Fort William, Lake Helen, Whitesand, Kiashke Zaaging Anishinaabek, Long Lake #58, Animbigoo Zaagi'igan Anishinaabek, Binqwi Neyaashi Anishinaabek, Biingitiwaabik Zaaging Anishinaabek, Ginoogaming, Pays Plat, Pic Mobert, Pic River, Michipicoten





## Health Services

Health Services provides individual, family and community health programs and services for the life journey of all First Nations people. Opportunities to reinforce and learn positive health attitudes and behaviours are provided through information sessions, clinics, screenings, home visits and a spectrum of health educational tools.

Community health nurses have worked diligently to provide quality care, health promotion, illness prevention, and positive health outcomes to First Nations communities. The ongoing nursing shortage in Ontario continues to affect our ability to recruit and maintain nursing staff in remote communities.

Community Health Nurses attended the Aboriginal Healthy Babies Healthy Children Conference organized by Ontario Native Women's Association. Additional training was provided through the Thunder Bay District Health Unit.

Tobacco is responsible for many health related illnesses. To engage and educate youth about the health issues associated with tobacco use, Dilico once again promoted a "Tobacco Poster Contest" for children in grades 4 to 8.

Diabetes education and awareness is critical because of the disease's serious complications. Dilico's activities included participation in the annual Elders and Diabetes Conference, diabetes screening in schools and communities, and workshops in the Adult Life Enrichment and Recreation Services program that supports well-being for First Nations adults and elders.

Home and Community Care Services provides in-home and community-based services that support the efforts of individuals to care for themselves in their own homes and communities. Dilico provides

case management, nursing, physiotherapy, occupational therapy, assisted living, personal care, respite, and speech and language support.

Care Managers attended the annual Palliative Care Conference and Geriatric Mental Health Institute Conference in Thunder Bay.

The Family Health Team will soon provide a community integrated focus to improving the health status of Anishinbek people. The Ministry of Health and Long Term Care has approved the recruitment of staff including a family physician, nurse practitioners, a dietician, and a psychiatrist. Sessional fees have been approved for specialty areas in psychiatry and traditional healing.

Dilico's partnerships with academic institutions support Health Services as a teaching site and provides an integrated community experience to learn about First Nations health care delivery. Through Lakehead University, nursing students were mentored in the Community Health Program and the Home and Community Care Program, Native Nursing Entry Program students received clinical placements, and Nurse Practitioner students gained experience in health assessment, diagnosis and treatment. For the second year, the Northern Ontario School of Medicine students completed placement at Dilico.

## Primary Care Program

SERVICE	APRIL 1, 2006 - MARCH 31, 2007	APRIL 1, 2005 - MARCH 31, 2006	APRIL 1, 2004 - MARCH 31, 2005
NUMBER OF PATIENT ENCOUNTERS	2194	1167	1052
NUMBER OF IMMUNIZATIONS GIVEN	296	194	62
NUMBER OF SCREENINGS	1065	1079	1004
CONSULTS WITH ON CALL PHYSICIAN	365	161	141
REFERRALS TO GENERAL PRACTITIONERS	0	2	3
REFERRALS TO PHYSICIAN SPECIALISTS	197	98	100
REFERRALS TO REHAB SPECIALISTS	1	4	2
REFERRALS FOR TESTS INCLUDING LAB	349	178	143
REFERRALS TO EMERGENCY ROOM	10	8	3

## Community Health Services

SERVICE	TOTAL AS OF MARCH 31, 2007	TOTAL AS OF MARCH 31, 2006	TOTAL AS OF MARCH 31, 2005
PRECONCEPTION HEALTH	424	396	183
PRENATAL	227	67	75
TEEN PREGNANCY	45	28	27
BIRTHS	42	73	58
DEATHS	17	21	21
HOME VISITS	136	144	304
MILK VOUCHER PROGRAMS	993	1722	803
OVER THE COUNTER ASSESSMENTS (OTC)	539	562	317
IMMUNIZATIONS	905	1034	937
REPORTABLE DISEASES	10	27	13

## Home and Community Care

SERVICE	APRIL 1, 2006 - MARCH 31, 07
ASSISTED LIVING	69
NURSING SERVICES	127
PERSONAL CARE	20
PROFESSIONAL THERAPIES	89

## Diabetes Program

SERVICE	APRIL 1, 2006 - MARCH 31, 07
SCREENING CLINICS	18 CLINICS / 255 PARTICIPANTS
ELDERS WORKSHOPS	12 CLINICS / 214 PARTICIPANTS
SCHOOL CLINICS	4 CLINICS / 239 PARTICIPANTS



# Mental Health and Addictions

**Mental Health and Addictions provides strong support and treatment services, equitable access and responsive options for individuals, families and communities. Assisting people with complex mental health issues, substance abuse problems and the challenges of daily life addresses short and long-term health problems.**

## Adult Mental Health Addictions

To ensure that the best, most appropriate, and culturally competent mental health and addictions care is being delivered, collaborations with programs such as the Health Accord Frontline Working Group, the Corrections Discharge Planning Program, Thunder Bay and District Correctional Facilities are essential. As well, Dilico provides staff participation, planning and support with several organizations to ensure a First Nation perspective. The Adult Residential Treatment Centre in Thunder Bay continues to be a strong partner in the “Back to Basics” educational program for people with addictions.

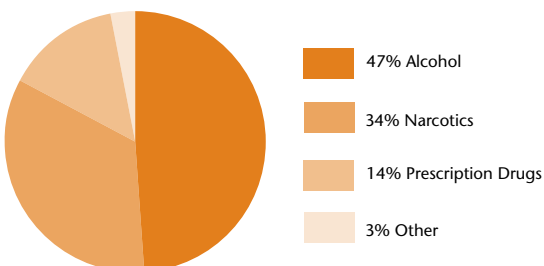
Mental Health and Addictions District Program has benefited by the appointment of a new District Manager from one of our First Nation

communities. The District Manager and the Manager of the Adult Residential Treatment Centre are developing a strategy to connect the Adult Residential Treatment Centre more effectively to District Services. Input was used from the Dilico Drug Strategy Report, the Chiefs’ Resolution on Prescription Drugs, Best Practices in Concurrent Disorders, and Dilico’s Canadian Council on Health Services Accreditation Report.

A Dual Diagnosis Care Manager for the District was hired with funding from the Ministry of Health and Long Term Care.

Throughout the year, training and educational sessions were conducted on topics such as Gambling and Addictions, Addictions Assessment tools and Prescription Drug Use and Abuse.

**Adult Treatment Centre**  
– Substance Abused Percentages



## Children's Mental Health

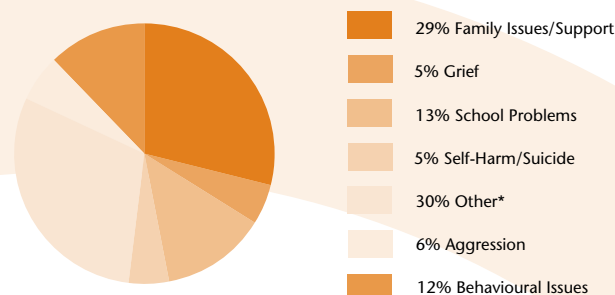
In February 2006, the Ministry of Children and Youth Services announced the Ontario Youth Opportunity Strategy which included funding to community agencies to support the hiring of outreach workers to assist hard-to-reach and high-risk youth. Dilico was designated by the City of Thunder Bay to provide Youth Outreach Services in the downtown south core. Five Youth Outreach workers will be hired to connect directly with youth on the streets, build relationships and guide them to appropriate community support.

The June Steeve-Lendrum Family Resource Centre provides support, life skills, and family education for young mothers and their children. With funding annualized in 2006-2007 from the Ministry of Children and Youth, the Family Preservation Program hired a full-time Community Case Manager/Social Worker to foster individual, family and community strengths.

One-time funding to provide extra staffing resulted in a significant improvement on wait times in the Child and Family Counseling Services. The process of recruiting a child psychologist for the program continues. Funding from the Children's Hospital of Eastern Ontario helped provide a program evaluation of Family Preservation Services, an in-home program launched in 2005 –2006 to assist families-at-risk.

Infant Child Development Services at Dilico continues to take a leadership role and to sustain partnerships throughout Thunder Bay, the District

### Children's Mental Health Referrals



\*Other includes: abandonment, carving, hallucinations, verbal aggression, and worry.

and the region. Infant Child Development Services conducted workshops on Enhancing Healthy Attachment, Serving Hard to Reach Clients, and Cultural Sensitivity/Working Effectively as well as being active in the Healthy Early Years Network and the Fair Start Screening Committee.

Dilico partnered with the Children's Centre Thunder Bay to initiate training and development in the Triple P – Positive Parenting Program.

The Tele-Psychiatry Program with Toronto Sick Children's Hospital has continued high usage.

The Day Treatment Program received funding for an additional half-time teaching position. One of two classrooms has a full-time teacher complement. Community partnerships and programming for children in community schools increased.

The Ministry of Children and Youth's new online Client Information Management System is scheduled to begin in the fall of 2006-2007.

### Infant/Child Development

SERVICE	APRIL 1, 2006 - MARCH 31, 2007	APRIL 1, 2005 - MARCH 31, 2006	APRIL 1, 2004 - MARCH 31, 2005
TOTAL CHILDREN SERVED UNDUPLICATED	269	269	248
TOTAL CHILDREN REFERRED	101	157	142
CHILDREN RECEIVING SERVICE	143	145	150
CHILDREN ON WAITLIST	44	26	28



# Child Welfare Services

To ensure that the health, safety and well being of First Nations children are upheld and protected, Child Welfare Services works to promote and enhance family strengths. With a focus on prevention, early intervention and protection in partnership with individuals, families and communities, children are cared for with respect of their cultural background and overall quality of life.

## Child Protection

In response to increasing demands for Protection Services and changes to service delivery, recruitment for additional workers continued throughout the year and a fourth Family Service Unit was created.

Child Welfare Transformation, the Ministry of Community and Social Service/Ministry of Child and Youth Services strategic initiative, is providing improvements to the delivery of child protection services in Ontario. The passing of Bill 210, the legal framework for Transformation, brought a significant change to the Child and Family Services Act. Children's Aid Societies are now obligated to report, consult and plan with the First Nations regarding service to First Nations children and families. Bill 210 also supports the Differential Response initiative. As a result of these measures, child protection staff are trained in the delivery of expanded intervention options that focus on the best possible outcomes.

The use of Customary Care continued to grow. Kinship Care services is being used to ensure the

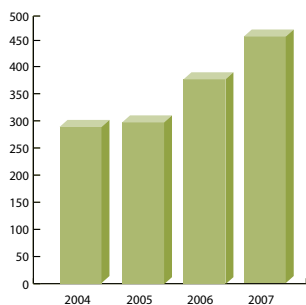
safety and well-being of First Nations children who don't have a band affiliation.

In 2006-2007, there were 1004 child welfare investigations, comparable to 1121 investigations in the previous year. The most common reason for a child to come into care is the parent's addictions or mental health issues resulting in children being left with no one to care for him or her. A high number of children are voluntarily placed into care by their parents because of parental recognition of the impact of addictions and mental health issues as barriers to effective parenting.

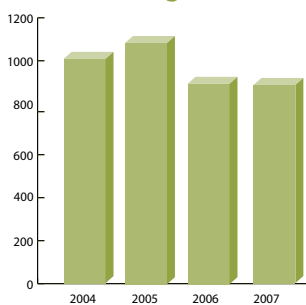
The trend of prescription drug and opiate abuse is necessitating an increased demand for services.

The process of Jurisdictional Realignment has begun in First Nations communities. A number of children were transferred to the care of Dilico from Tikinagan. The transfer of service to First Nations people from the Children's Aid Society of the District of Thunder Bay to Dilico is proceeding.

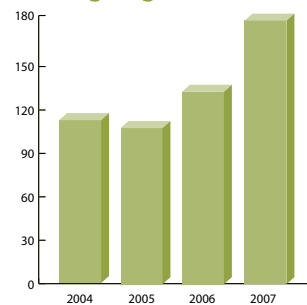
Children In Care



Service Openings Investigations



Service Opening Ongoing Protection



## Residential Services

Alternative Care Program provides safe, supportive foster care for Anishinabek children experiencing significant difficulties in their lives. Children and youth, from infants to age 16, may come into Dilico's care on a planned or emergency basis for short or long-term care. In 2006-2007, Dilico provided alternative care for 678 children within the District of Thunder Bay and a portion of the District of Algoma. Due to the care and commitment of families, alternative caregivers and staff, 259 of these children returned home.

Dilico provides ongoing support and training for all alternative caregivers (customary care, kinship care, and adoption) using practice models that address the need for a standardized, consistent, structured framework that supports the best possible outcomes. SAFE (Structured Analysis

Family Evaluation) and PRIDE (Parent Resource for Information Development and Education) are two programs now utilized by Dilico to strengthen the quality of alternative care and adoption services.

Nine northern children's aid societies across Northern Ontario have joined together to determine their individual agencies quality assurance baselines. Dilico has completed this assessment in preparation for next steps.

The support services program was restructured. As a result of the capability to provide more individualized services to children in care, Dilico is more successful in meeting their needs.

Dilico is proud to again report positive reviews of its annual Foster Care License Review and Crown Ward Review.

### Residential Services - Number of Alternative Care Homes

ALTERNATIVE CARE HOMES	2007	2006	2005	2004
Homes available as of March 31, 2007	242	227	202	192
Home studies completed	45	56	47	60
New approved homes	50	47	32	45

ALTERNATIVE CARE BEDS	2007	2006	2005	2004
Beds available as of March 31, 2007	544	686	588	548
New approved beds	138	156	101	130
Beds closed	86	58	61	50



# Administration

## Finance

Finance is dedicated to providing leadership, technical support, information and advice in the development and administration of financial and information services including the preparation and management of capital and operating budgets as well as the long range plans to ensure financial stability and viability of Dilico.

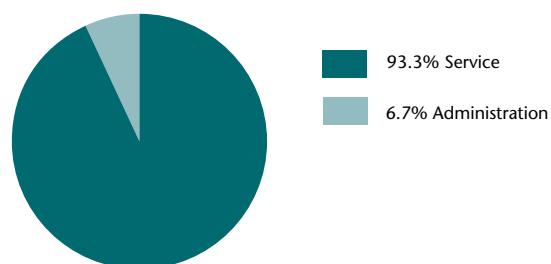
2006-07 was a challenging year for the finance unit. Dilico's staff committed to achieving the goals of the organization and, together, did an excellent job in delivering responsive programs and services.

The Finance Unit continues to ensure that the processing of payments occurs on a timely basis. The monitoring and analysis of the financial expenditures throughout the year once again helped ensure Dilico's operations were within budget.

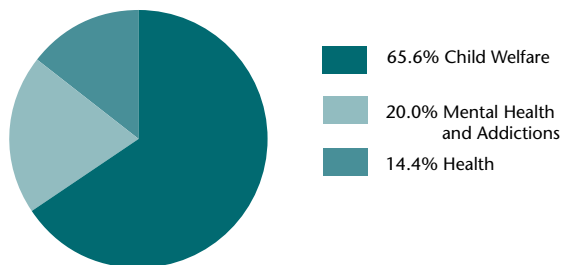
The Administration Support Unit effectively provided necessary assistance for all staff throughout the agency. Several vacancies in this unit have been filled to provide stable ongoing support within the agency.

The increase in service delivery has resulted in increased pressures for data and file management staff in Information Services. Staff worked diligently to ensure information was captured in a timely and accurate manner to allow service staff to use the information for decision-making.

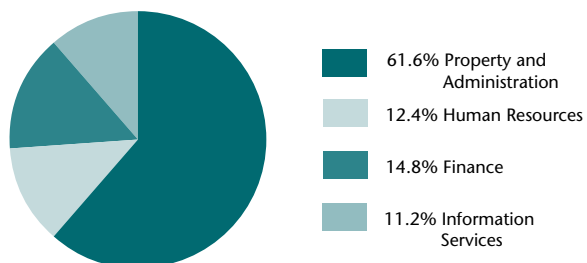
Total Expenditures



Service Expenditures



Administration Expenditures



## Human Resources

Human Resources enhances Dilico by fostering a healthy, equitable work environment that attracts and retains excellent employees and enables them to develop to their full potential. The development and implementation of compliant policies, services and procedures serve all Dilico administrators, managers and employees by providing information, support and training.

The first collective agreement between Dilico and the Communication Energy and Paperworker's Union, the representative union of the employees of Dilico, was ratified on March 11, 2006. The agreement is in effect until March 31, 2009.

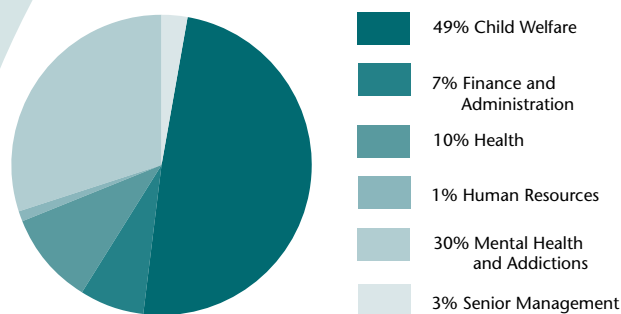
Dilico's Human Resource policies and procedures are being reviewed and updated by an independent consulting firm.

The Human Resources information system was significantly redesigned. Improvements to recording

and reporting systems ensure Senior Management and managers have accurate and up-to-date, relevant employee information. Several customized reports have been developed and tested to ensure relevant information is being communicated in a timely manner. To meet the demands of Dilico's rapid growth and increased organizational needs, we increased our staff with forty new positions.

Human Resources continues to support growth in all service programs.

Staff Complement as at March 31, 2007 – Total 349





# Financial Summary

Year ended March 31	2007 \$	2006 \$
<b>REVENUES</b>		
Province of Ontario		
Ministry of Community and Social Services		
Annual subsidy	20,939,293	18,573,042
Amortization of deferred contributions	22,295	22,295
	20,961,588	18,595,337
Ministry of Health and Long-Term Care	2,164,073	1,884,564
Government of Canada		
Indian and Northern Affairs Canada	0	30,000
National Health and Welfare	4,299,044	4,142,901
Children's Special Allowance	1,178,586	865,613
Other	900,797	888,308
	29,504,088	26,406,723
<b>EXPENSES</b>		
Amortization of capital assets	432,068	381,589
Salaries	11,064,273	10,324,734
Benefits	1,698,203	1,540,171
Interest on long term debt	28,270	31,188
Travel	1,433,955	1,217,861
Training	191,090	156,957
Purchased services	1,291,712	1,251,929
Office and administration	932,935	870,110
Program	12,397,019	10,684,963
	29,469,525	26,459,502
<b>EXCESS/(SHORTFALL) OF REVENUE OVER EXPENSES</b>	<b>34,563</b>	<b>(52,779)</b>
<b>RECONCILIATION FOR FUNDING PURPOSES</b>		
Excess (shortfall) of revenues over expenses	34,563	(52,779)
Add:		
Amortization of capital assets	432,068	381,589
Ministry of Community and Social Services	0	76,600
Less:		
Amortization of deferred contributions	(22,295)	(22,295)
Capital expenditures	(373,065)	(285,988)
Payments on obligations under capital lease	(40,286)	(69,060)
Amortization of building equal to principal reduction of related long-term debt	(30,985)	(28,067)
<b>EXCESS OF REVENUES OVER EXPENSES FOR FUNDING PURPOSES</b>	<b>NIL</b>	<b>NIL</b>

Full audited financial statements available at Dilico Ojibway Child and Family Services.

# 5 Year Growth Analysis

	Year ended March 31, 2007	Year ended March 31, 2002	Percentage Increase/(Decrease)
<b>REVENUES</b>			
Ministry of Community and Social Services	20,961,588	12,506,736	67.6%
Ministry of Health and Long Term Care	2,164,073	1,587,878	36.3%
Indian and Northern Affairs Canada	0	130,700	(100%)
National Health and Welfare	4,299,044	2,794,417	53.8%
Children's Special Allowance	1,178,586	506,235	132.8%
Other	900,797	1,180,296	(-23.7%)
<b>Total Revenues</b>	<b>29,504,088</b>	<b>18,706,262</b>	<b>57.7%</b>
<b>PROGRAM EXPENDITURES</b>			
Child Welfare	19,039,999	10,833,682	75.8%
Mental Health and Addictions	6,070,166	4,964,561	22.3%
Health	4,165,566	2,908,019	43.2%





# Organizational Chart



## Board of Directors

### Executive Committee

#### **Karen Bannon**

Fort William First Nation

#### **President**

#### **Michael Esquega**

Biinjitiwaabik Zaaging Anishinaabek

#### **Vice President**

#### **Blythe Morrisseau**

Animibiigoo Zaagi'igan Anishinaabek

#### **Secretary/Treasurer**

#### **Andrea Michano-Mitchell**

Pic River First Nation

#### **Services Chair**

#### **Gary Gustafson**

Whitesand First Nation

#### **Personnel Chair**

### Services Committee

#### **Rita King**

Kiashke Zaaging Anishinaabek

#### **Cathy Auger**

Pays Plat First Nation

#### **Geraldine Witzell**

Pic Mobert First Nation

### Personnel Committee

#### **Chief Pierre Pelletier**

Red Rock (Lake Helen) First Nation

#### **Leona Clarke**

Bingwi Neyaashi Anishinaabek

### Finance Committee

#### **Jerry Echum**

Ginoogaming First Nation

#### **Emile (Andy) Neyland**

Michipicoten First Nation

#### **Scott Desmoulin**

Long Lake 58 First Nation

## Senior Management

#### **Donald Auger**

Executive Director

#### **Patti Fero**

Executive Assistant

### Health Services

#### **Carmen Blais**

Director of Health Services

### Mental Health and Addictions Services

#### **Rose Pittis**

Director of Mental Health  
and Addictions Services

### Child Welfare Services

#### **Susan Verrill**

Director of Child Welfare  
Protection Services

#### **Lori Watts**

Director of Child Welfare  
Residential Services

### Administration

#### **Peter Myllymaa**

Director of Finance and Administration

#### **Jerry Woods**

Director of Human Resources

## **Dilico – Main Office**

200 Anemki Place  
Fort William First Nation  
Thunder Bay, ON P7J 1L6  
**Phone: (807) 623-8511**  
**Toll-Free: 1-800-465-3985**  
[www.dilico.com](http://www.dilico.com)

## **Dilico – District Offices**

### **Armstrong District Office**

111 Queen Street  
P.O. Box 306  
Armstrong, ON P0T 1A0  
**Phone: (807) 583-2013**  
**Toll-Free: 1-800-668-3023**

### **Longlac District Office**

121 Forestry Road, #2  
P.O. Box 509  
Longlac ON P0T 2A0  
**Phone: (807) 876-2267**  
**Toll-Free: 1-800-465-0957**

### **Mobert District Office**

General Delivery  
P.O. Box 639  
Mobert, ON P0M 2J0  
**Phone: (807) 822-1557**  
**Toll-Free: 1-800-465-5306**

### **Nipigon District Office**

177 Railway Street  
P.O. Box 700  
Nipigon, ON P0T 2J0  
**Phone: (807) 887-2514**  
**Toll-Free: 1-800-361-7019**