



Central Intake:
1-888-454-6275

2020-2021 Annual Report

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*We are exceptionally proud of the way our staff and organization have **responded, adapted and evolved** to continue to meet the needs of **children and youth***

Remarks from the CEO and Board Chair

The 2020-21 year has been an incredibly difficult time for the world, for children and youth and for everyone at Kinark. The COVID-19 pandemic has dominated our lives and our work and influenced the future that many of us envision. Through this year we have learned a lot about perseverance, resilience and commitment, and we are exceptionally proud of the way our staff and organization have responded, most importantly, how we have adapted and evolved to

continue to meet the needs of the children and youth we serve in our autism, mental health, forensic mental health, and supervised access programs and our staff team.

Our 24/7 programs – Syl Apps Youth Centre and Live-in Treatment – treat children and youth who live with us for a period of time. These programs remained open and active with enhanced infection prevention and control measures and cleaning protocols. Our staff working in these programs immediately stepped up to support clients and families, and each other and some staff from other parts of the organization volunteered to be redeployed into those programs to ensure staffing levels remained stable.

Sunil Mistry

Chair, Board of Directors

Cathy Paul

President and Chief Executive Officer



The need for mental health and autism supports for children and youth and their families has increased over the year. Some young people who were already receiving supports, now needed more support more urgently, and our waitlists for services grew.

The requirement to close our physical offices meant that many of our services had to quickly pivot to virtual and remote service delivery. Implementing virtual services was a great achievement by Kinark staff, with special recognition going to our information technology team and to our clinical staff to find and adapt to new ways of working. We are very proud that in a client survey:

- 96% of children and youth reported that virtual services helped them with life's challenges
- 98% believed that our virtual services were high quality
- 97% would recommend our virtual services to a friend

Our community-based programs remained available to those clients for whom virtual services was not a viable substitute for in-person treatment.

We are incredibly proud of the work of Kinark employees.

As the pandemic continued, public health guidance and ministry directives changed and we adapted. Our leadership team took on the challenge to keep staff informed, supported and up to date with best practices, revised policies, and personal equipment to reduce risk of exposure to COVID-19. Our staff immediately stepped up to support clients and families, and each other. We undertook to support our employees, not just as staff members, but also as people with families and friends to care for.

We remained committed to [our strategic plan](#) and we believe the goals it sets out support children, youth and families, the sector, our partners, and employees. In the midst of the pandemic, we prioritized business continuity of our services, but where we had the opportunity, we felt it was imperative to continue to take measured steps to advance our strategic plan. This report includes some highlights of important activities we were able to accomplish towards meeting these objectives. You can read more under [advancing our strategic plan](#).

The world has changed dramatically over the past year, and we have as well. We remain acutely aware of how difficult this time has been and continues to be for children, youth and families, for our staff and our communities. We thank the Kinark team for their continued dedication to the kids we serve and to each other.

Strategic Plan

Making Progress on our Strategic Plan

Like many organizations, Kinark needed to make difficult decisions regarding where to focus our time and energy. Our first priority was safe and effective services to our clients and their families. In the

midst of the pandemic, Kinark prioritized business continuity of its services, but has continued, where feasible to advance the goals of its Strategic Plan. Some key accomplishments over the year are highlighted here.

Making Progress on Our Strategic Plan

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CYMH Redevelopment Final Stage

Integration of Mental Health and Autism

Child and Youth Mental Health Lead Agency

Diversity, Equity and Inclusion



CYMH Re-development Final Stage: Competency-based Supervision Model

In 2014 Kinark began its re-development journey towards the implementation of evidence-based quality programming across our five community-based child and youth mental health programs to better support complex children, youth and families. In 2020, Kinark entered the final stage of the re-development project with the installation of its Competency-based Clinical Supervision Model to sustain clinical competency and increase the quality of service and overall experience for clients and our staff.

The Competency-based Supervision Model introduced comprehensive training for both clinicians and clinical supervisors and the use of the Cognitive Therapy Rating Scale (CTRS) – the gold standard to evaluate clinician competence in adult CBT (Young & Beck, 1980). The model was predicated on the evidence that clinical skill must be both observed and evaluated using a standardized assessment in order to determine the clinical competency of clinicians. Kinark partnered with Dr. Robert Friedberg the creator of the CRTS tool in the implementation and evaluation of our exciting new supervision model.

The completion of this model advances Kinark's strategic goal of continuous quality improvement to deliver the best possible outcomes for its clients and work experience for its employees.

Integration of Mental Health and Autism Services

In 2019, Kinark collaborated with over 20 child and youth Mental Health and Autism service providers and leaders from across Ontario to produce a policy paper: [📄 Putting Children and Youth First: Integrating Autism and Mental Health Services in Ontario](#).

To promote this work, Kinark partnered with Children's Mental Health Ontario (CMHO) to co-host a forum at the CMHO Annual Conference in which clients, families, practitioners, and academics came together to identify opportunities for the integration of autism and mental health services in Ontario.

At Kinark, the integration of Mental Health and Autism services remains a priority. Children and youth with Autism Spectrum Disorder (ASD) are far more likely than children without ASD to experience mental health problems, including anxiety, depression, and externalizing behaviours. They are more also likely to face barriers accessing mental health services and supports.

To better serve children and youth with co-occurring ASD and mental health challenges, Kinark took on the following initiatives in 2020-21:

1. **Utilizing the Mental Health Provider Survey** to capture information from frontline staff who provide mental health services about their training, background and knowledge as it relates to treating children and adolescents with mental health problems and autism. This survey was a collaboration with Dr. Jonathan Weiss at York University. Results from the survey will be used to help us better understand the training needs of staff who work with children and youth with ASD and co-occurring mental health challenges.
2. **The Secret Agent Society Pilot (SAS)** is a spy-themed intervention for children with ASD, aged eight to 12 that aims to improve their social and emotional resilience. The SAS program was being piloted jointly between Autism Services and the Durham CYMH program in in collaboration with Dr. Weiss and several other partners including from: CAMH, Brock University, Lake Ridge Community Supports and the University of Warwick.
3. **Autism Services and CYMH Integrated Team Pilot**. The purpose of this multidisciplinary, mobile team was to improve services for Kinark clients with comorbid ASD and mental health disorders via assessment, brief intervention, consultation and staff training. This pilot initiative builds on early innovations in integrated service delivery developed during Kinark's initial

COVID-19 pandemic response and seeks to evaluate effective ways of working together to meet the needs of our clients with comorbid ASD and mental health issues.



Lead Agency in Child and Youth Mental Health



As a Lead Agency for child and youth mental health in three of the province's service areas, Kinark continued to support and collaborate with its community partners to strengthen the child and youth mental health sector and tackle many of the challenges presented by the pandemic.

At the height of the pandemic, all of the core service providers across Durham, York, and Halliburton, Kawartha Lakes and Peterborough were faced with familiar challenges: implementing appropriate safety measures, accessing personal protective equipment (PPE), transitioning services to virtual, and ensuring effective strategies were in place to maintain in-person service where appropriate. Kinark responded by bringing providers together and collectively addressing these challenges; Served as a local hub to ensure our partners had ready access to supplies and PPE, and coordinated the use of provincial funding to address the most pressing needs that enabled care to continue.

Kinark also brought specific focus to Live in Treatment, helping to develop collaborative strategies to support stabilization of all partners within this critical service. Together, the organizations managed to serve their communities as effectively as possible.

Multi-year service plans were revised with priority focus on diversity, equity and inclusion and case planning for children and youth with complex needs.

Diversity, Equity and Inclusion

Kinark recognizes the importance of Diversity, Equity and Inclusion (DEI) being reflected in both the services it delivers, and within the culture of our organization. As a strategic priority, Kinark commissioned an Equity Audit to support the development of a diversity, equity and inclusion framework to identify opportunities to build on strengths and address improvement to any systemic/institutional, cultural and attitudinal barriers that may prevail. Kinark is looking forward to the findings of this audit in the coming year to inform its DEI journey.

[DIVERSITY, EQUITY AND INCLUSION STATEMENT](#)

Secure Treatment Expansion

In February of 2020, the Ministry of Health (MoH) announced a historic expansion of secure treatment for children and youth in Ontario. We were very pleased to be included in that expansion and to more than double our secure treatment capacity at Syl Apps. Syl Apps Youth Centre will be opening 12 new beds early in 2021/22.

[READ THE NEWS RELEASE ON ONTARIO'S WEBSITE](#)

Youth Justice

Treating Youth with Complex Mental Health Issues in the Youth Justice System

In March of 2020, the Ministry of Children, Community and Social Services (MCCSS) announced its provincial Youth Justice Modernization initiative to align custody/detention capacity with declining provincial service demand. A large number of open and secure facilities were notified their beds would be reduced or cut entirely.

Treating Youth with Complex Mental Health Issues in the Youth Justice System

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Kinark's youth justice-funded specialized mental health custody and detention program at Syl Apps Youth Centre was included in the closures. These beds provided specialized mental health treatment to youth around the province who were on secure custody and detention orders.



Kids in the youth justice system are at a high risk for mental illness, with approximately 25% experiencing complex mental illnesses that require intensive treatment. Many are suicidal, self-harming, and in the system for actions related to untreated mental illness. The program supported access to intensive mental health treatment for youth in secure custody and detention, youth who were primarily Black, Indigenous and racialized. The closure of this program will mean many youth will not receive treatment when and where they need it, creating even greater risks of poor outcomes for them, their families, their communities and the staff who serve them.

Children's Mental Health Ontario (CMHO) is calling on the Ontario government to restore this program and transfer it to the Ministry of Health. "Because the youth are racialized, and/or marginalized, they end up in the youth justice system rather than in the mental health system. Because they are in custody, they can't access the services they should have received in the first place," CMHO.

[READ MORE ON CMHO'S WEBSITE – DON'T GIVE UP ON THESE KIDS](#)

Financial Summary

Financial Summary and Statements

Kinark's strong fiscal position enabled us to meet our strategic objectives to sustain accountable and efficient management of systems and processes that are centred on value and continuous quality improvements across the organization. During the past fiscal year ending March 31, 2021, Kinark received an unqualified audit report from our auditors (Hilborn LLP) and this fiscal year's funding included special grants from the Ministry of Children, Community and Social Services and the Ministry of Health for COVID-19 costs including temporary pandemic pay and COVID-19 expenses (PPE, supplies, etc.).

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Financial Summary and Statements

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Financial Summary for the Year Ended March 31, 2021

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	2020	2021
OPERATING REVENUES		
Government funding	\$102,269,167	\$95,790,347
Other revenues	4,112,872	4,066,282
Total Revenues	\$106,382,039	\$99,856,629
OPERATING EXPENSES		
Salaries and benefits	\$44,107,808	\$46,285,095
Other expenses	57,835,959	49,990,213
Total Expenses	\$101,943,767	\$96,275,308
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	\$4,438,272	\$3,581,321

This financial summary has been extracted from Kinark's 2020/21 audited financial statements, copies of which are available [here](#).

About Kinark

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At Kinark, our goal is to help children, youth and families manage the challenges they face today and equip them with the skills they will need to realize a brighter future.

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We strive to be the best treatment provider for children and youth with complex needs. We take pride in the services we provide which are based on research and delivered with compassion. We know that with the right help and support, children and youth can achieve better life outcomes.



Volunteers

100

Mission

Helping children and youth with complex needs achieve better life outcomes.

Vision

A healthy future for Ontario's children and youth.

Employees

721

Clients Served

3983

Core Values

Hold children and youth at the centre of all we do

Challenge ourselves to be the best

Achieve more together

Instill hope

Lead

Childcare



Child and Youth Mental Health



Autism Services



Forensic Mental Health



Kinark Outdoor Centre



Supervised Access



2022-2021 Board of Directors

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Donna Kingelin – Vice Chair **Caren Narvet** – Treasurer

Peter Zukow – Secretary

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