





THE KINARK PROMISE

At Kinark, children and youth with complex needs are at the centre of everything we do. We are leaders in clinical treatment, offering expertise that is rooted in evidence and delivered with skill and compassion. We instill hope and believe that better life outcomes are achievable. By working together - with our clients, and their families and caregivers, and alongside our extensive network of partners - children and youth make real progress toward their goals.

VISION

A healthy future for Ontario's children and youth.

MISSION

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

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

Kinark works with many organizations, including other child and youth service providers in mental health, autism, youth justice, child welfare and education. We also collaborate with academic organizations on teaching and research, and work closely with sector associations and our funder, the Ontario government.

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109
VOLUNTEERS

849
KINARK
EMPLOYEES

9,291
CHILDREN
SERVED

MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CEO

In Kinark's three primary areas of service to children and youth and their families/caregivers - Child and Youth Mental Health (CYMH), Autism and Forensic Mental Health/Youth Justice - we strive to provide leadership to strengthen the service system locally and provincially so children and youth with the most complex needs will achieve better life outcomes. We also strive to make our own services the best they can be through evidence-based practice, effective engagement with youth, families/caregivers and partners, continuous learning, and effective and accountable stewardship of the public funding we receive.

This past year, we continued to implement several large-scale transformations in the organization, including the redevelopment of our clinical service models in both our CYMH and forensic mental health/youth justice programs, and the transition to the province's new Ontario Autism Program.

In our role as the Lead Agency for CYMH in the York, Durham and Haliburton/Kawartha Lakes/Peterborough service areas, we also worked with our community partners to continue to plan for a stronger and more responsive system of services. We were excited to begin exploring opportunities to improve local planning processes through increased engagement and use of data.

Our employees continue to be the cornerstone of our success. Their dedication, creativity, commitment to quality and better outcomes for kids and families is inspiring and something about which we can all be proud. We are honoured to share their accomplishments with you in this year's Annual Report.



Cathy Paul
President and CEO



Mark Wakefield
Chair, Board of Directors



CHILD AND YOUTH MENTAL HEALTH

Kinark’s multidisciplinary team offers a variety of evidence-based services, ranging from early intervention and parenting supports, to residential, day treatment and intensive in-home programs. These services are provided in collaboration with a host of community partners, including schools, hospitals and other child and youth service providers.

SNAP COMES TO PETERBOROUGH AND YORK

In February 2016, the Ministry of Children and Youth Services selected Kinark to deliver two new Stop Now and Plan programs in York and Peterborough, as part of the Ontario Youth Action Plan. A main goal of SNAP is to keep kids in school and out of trouble. Since the launch of the programs, parents have reported improved family relationships and schools have reported reduced behavioural concerns.



Through the collaborative efforts of the Child Development Institute (CDI) and Kinark staff, each program was up and running in three months. In both areas, Kinark developed new processes to support SNAP, including intake and assessment, data collection, performance measurement, and financial tracking. In addition, each site has engaged its communities through local schools, police and children’s aid societies.

NUMBER OF CHILDREN AND YOUTH RECEIVING MENTAL HEALTH SERVICES BY PROGRAM AREA	
York	885
Simcoe	959
Durham	1,054
Peterborough	494
Northumberland	406
Total	3,798

Kinark has successfully delivered SNAP in Durham and Simcoe areas for many years. By expanding SNAP programs to children and families/ caregivers in York and Peterborough, Kinark has expanded the repertoire of services we offer for children between the ages of 6 and 11.



What is SNAP?

- An award-winning, evidence-based, family-focussed intervention program.
- Designed for children aged 6-11 with high-risk aggressive and/or other anti-social behaviours, who may have come in contact with police.
- Teaches self-control, problem-solving and skills to help kids manage their emotions.
- Diverts high-risk children from entering the youth justice system.

Did you know?

- One study* found that SNAP may lead to a 33 per cent reduction in criminal activity amongst participants.
- This translates into savings of .17-.32 dollars for every dollar spent on the program.
- In less than a year, 30 kids enrolled in SNAP in Peterborough and York regions.

* Farrington, D.P. & Koegl, C.J. (2015): Monetary benefits and costs of the Stop Now and Plan program for boys aged 6-11, based on the prevention of later offending; Journal of Quantitative Criminology, 31:263-287.



Our family has been very happy with the SNAP program available through Kinark. Knowing we are not alone and that we have support during this difficult time has been beneficial for our family.

We and our son, Carson, are gaining positive solutions to problems that arise at home and at school. An excellent program overall. - SNAP Parent



Parents of youth who have completed SNAP have expressed seeing a positive change in family relationships – less conflict, spending more positive time together. Parents also say that they felt supported by the other caregivers in the group and that they didn't feel alone.

- Breanna Costelloe, M.S.W., R.S.W., Supervisor, SNAP Program, York





FORENSIC MENTAL HEALTH/YOUTH JUSTICE

Syl Apps Youth Centre (SAYC) is a secure provincial facility for youth with mental health issues who are in conflict with the law, or who have been found to pose significant harm to themselves or others. Kinark provides secure treatment, and secure detention and custody for youth at SAYC. Kinark also offers the Intensive

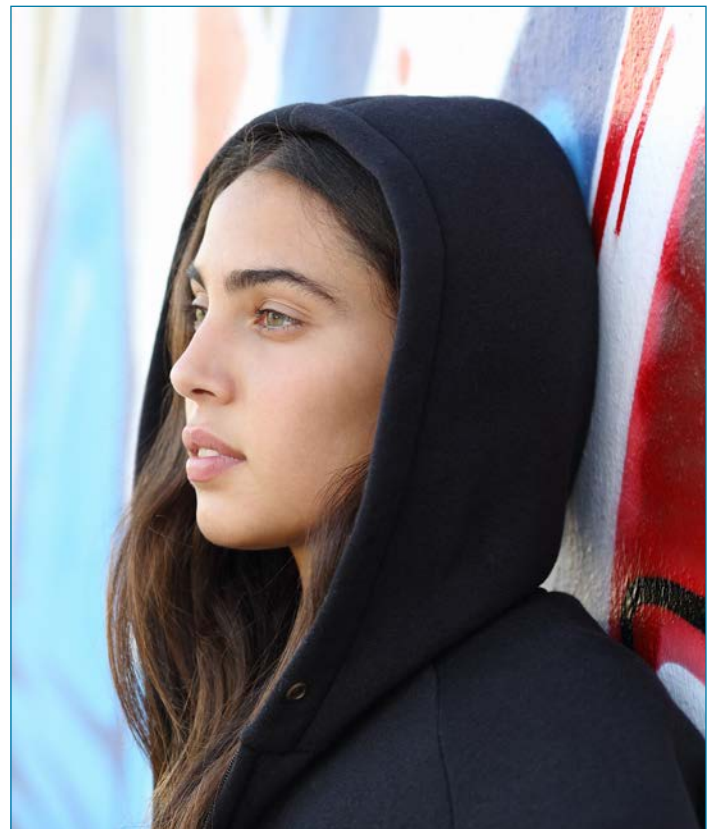
Support and Supervision Program (ISSP), an alternative-to-custody program which provides support in the community to youth with mental health challenges who are in conflict with the law.



The atmosphere at Syl Apps helps me deal with anxiety and work on myself rather than other, outside problems. Staff go the extra mile. They strive to put your well-being and treatment before their own needs. You get the right support and attention. They make me feel safe and I know I'll get the right help for the problems I have mentally. Syl Apps is boomin'!" - Youth at SAYC



NUMBER OF YOUTH RECEIVING FORENSIC MENTAL HEALTH/YOUTH JUSTICE SERVICES	
Custody	39
Detention	192
Secure Treatment	20
ISSP	32
Total	283



JAMES' JOURNEY

James* grew up in turmoil. He was in and out of foster care as his parents' addiction and mental health issues prevented them from being able to care for him. He was often identified as an aggressive, troubled child. Along the way, he struggled in school and was diagnosed with attention deficit hyperactivity disorder (ADHD) and depression.

When James was 13, he was hanging out with a "rough crowd", and began using drugs to deal with his emotions. He was often in trouble with the police. At the age of 16, James was sentenced to secure custody. As a result of his diagnosed mental health issues, James served his sentence at SAYC.

At SAYC, youth have the chance to work through their individual issues in a safe and accepting environment. Through a variety of therapeutic approaches, they can address their emotional and mental

health needs with the help of a dedicated team of clinicians that understands their challenges. Through music, art and recreational therapy, they explore creative outlets for their emotions in ways that most youth seen at SAYC have never had an opportunity to do before.

While at Syl Apps, youth like James can continue their high school education, build relationships and develop the core life skills they need to achieve better life outcomes.

After three months James was released and moved to a new community to live with his aunt. Having completed Grade 9 at SAYC, he enrolled in Grade 10 at a nearby high school. He is looking forward to a new start and pursuing his passion – cooking. He hopes to become a chef in a couple of years.

*Name changed to protect client confidentiality.



AUTISM SERVICES

As the regional lead for the Autism Intervention Program in the Regions of York and Durham, Simcoe County and the four Counties of Haliburton, Kawartha Lakes, Peterborough and Northumberland, Kinark supports children with autism spectrum disorder (ASD) and their families through the provision of Intensive Behavioural Intervention (IBI), and by helping children transition to school.

ONTARIO AUTISM PROGRAM TRANSITION

For the last year, we have been continuing to oversee and support IBI services in our service area as well as work with our families, partners and the Ontario government to transition to the new Ontario Autism Program announced by the government in June 2016.

The goals of the new autism program, which will begin in June 2017, are to provide all children with more flexible services based on their individual needs, reduce wait times, deliver earlier diagnosis and increase the number of treatment spaces available.

Kinark and its partner agencies have been developing a range of flexible program options to help meet the needs of children transitioning to the OAP while continuing to provide high quality IBI services to children under five years of age.

In working with families, service providers, community partners and schools to develop individualized and focused transition plans, family surveys tell us that 94 per cent of Kinark's families feel supported through the transition process to OAP.

NUMBER OF CHILDREN AND YOUTH RECEIVING AUTISM SERVICES	
Intensive Behavioural Intervention (IBI)	481
Other clinical autism and support services	919
Total	1,400

“

Kinark has shown absolute compassion and understanding towards my son and his needs. They provided us with hope and all parents with children of special needs require hope to look forward to tomorrow. The staff that helped provide his funding were prompt and offered as much information that they had access to. They were and are truly excellent. Even the assessment (at Kinark) was much more comfortable and appropriate as they worked with our son in a more compassionate way. I can only hope that Kinark continues to offer families such wonderful support. Thank you. - Kinark Client

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KINARK OUTDOOR CENTRE

The Kinark Outdoor Centre (KOC), located in Minden, Ontario, offers therapeutic recreation and enhanced autism respite programs, including skills development, family enrichment and social recreation in a safe, well-supported and natural environment.

In 2016, KOC began delivering a unique program for families of a child with autism that combines Applied Behavioural Analysis (ABA)-style parent training with respite. Funded by the Ontario Trillium Foundation, the program is a collaboration between Kinark's Outdoor Centre and two other partners: Tri-County Community Support Services and Point in Time Centre for Children, Youth and Parents.

"This partnership makes the best use of everyone's expertise. Tri-County offers the parent training, Point in Time refers local families, and the KOC provides the respite. We're each delivering on our strengths to collectively serve families better," says Jane Isbister, Camp Director of the KOC.

Over the next three years, the program will support a total of 150 families who will receive the combined training and respite services. The five-day program includes training at the Outdoor Centre for the whole family, followed by a weekend of respite at KOC for the child with ASD.

The program is offered to families in service at any of the three providers and living in Haliburton, Northumberland or Durham. Spaces are full for 2017 but five more sessions will be offered in 2018 and early 2019. Interested families should contact their service provider regarding admission.

NUMBER OF CHILDREN/YOUTH AND FAMILIES SERVED AT KINARK OUTDOOR CENTRE	
ASD Respite	260
Number of visitors	3,318
Family support	232
Total	3,810

“

THANK YOU for the wonderful experience. The weekend at the Kinark Outdoor Centre far exceeded any expectations I had and left me wanting more time out there. It was the first environment in which I felt that we were never out of place. Even if my son had a meltdown, I knew it was perfectly fine in that setting. In other public places, I am always on edge worried about when a meltdown might occur. Your staff do a really great job out there. - KOC Visitor

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STRATEGIC PLAN ACCOMPLISHMENTS

Kinark has a five year Strategic Plan (2014-2019), which we refreshed this past year in response to significant change in the child and youth services sector. Over the past year, we worked together to achieve our strategic goals, which have been updated to reflect the major transformation that is underway, and to re-affirm our commitment to do all we can to help children and youth with complex needs achieve better outcomes.



BEST TREATMENT PROVIDER FOR CHILDREN AND YOUTH WITH COMPLEX NEEDS

At Kinark, we use best practice approaches based on evidence and strive to build capacity within our sectors to deliver the highest quality services.

Last year, as part of the redevelopment of our community-based child and youth mental health program, Kinark adopted new client assessment tools that enable us to better identify and tailor treatment to meet the individual needs of our clients. The agency also invested in staff education and training to ensure that we are equipped with the latest skills and best practices to address client needs and help children and youth achieve the best possible outcomes.

Over the past year, Syl Apps Youth Centre (SAYC), launched a redevelopment of its services and programs. We also studied the clinical profiles of the youth we serve to enhance our understanding of their individual treatment needs and help inform the development of the program and new services to meet their unique needs.

With a new direction from the Ministry, our autism program is also experiencing transformation, which is expected to continue with the launch of the Ontario Autism Program (OAP) by the Government of Ontario in June 2017. Our team has worked tirelessly to ensure that families are aware of and understand the changes, to ensure families can access responsive services and to continuously innovate to provide services matched to assessed need.

[VIEW OUR STRATEGIC PLAN ONLINE](#)



A LEADER THAT SHAPES AND STRENGTHENS THE SECTORS WE SERVE

Kinark continued to work with our partners throughout the year to build system capacity in the child and youth sector.

As a Lead Agency for CYMH in three service areas, we continued to work with other service providers in planning for effective mental health service delivery in those geographic areas. While this work will take some time, ultimately, working together will serve to align our programs, share best practices and develop clearer pathways to care for families.

To ensure meaningful parent and youth engagement, we offered training, through partnerships, to our staff for caregiver and youth engagement activities. In-office staff champions have been identified so they can continue to support their colleagues with these activities.



AN EMPLOYER OF CHOICE WITHIN OUR SECTOR

Kinark has a strong, hard-working team that devotes endless energy and applies strong clinical expertise to keep children at the centre of everything we do. Kinark values its team, and understands the importance of investing in our people.

In 2016, we launched the first Kinark Annual Recognition of Employee (KARE) Awards. The KARE Awards complement our existing recognition program for long-serving employees, and publicly recognize individuals and teams for their excellence. The Awards celebrate their accomplishments and acknowledge those who go 'above and beyond' to improve quality, develop and implement best practices, and contribute to other service and workplace improvements.



A RESPONSIVE AND STRONG FINANCIAL AND IT INFRASTRUCTURE

Last year we continued to work hard to enhance service delivery while balancing our budget once again. Detailed planning, diligent management, a focus on quality and a strong financial position are behind the major investments we are making in new technology to improve service delivery, productivity and communications across our program streams and sites.

Upgrades to our IT infrastructure will continue next year as we roll out our digital transformation and technology roadmap, which includes integrated cloud-based systems that will improve service delivery and enhance productivity across the agency. Our ultimate goal is to improve the experience children, youth and families have with our organization.

In 2016/17 we also worked closely with the Kinark Foundation to support the Foundation's annual golf tournament, which netted over \$64,000 to support additional respite services for our clients and their families.



QUALITY IS AT THE CORE OF ALL OF OUR WORK

Kinark strives to offer excellent clinical treatment for children and youth and works in partnership with families and other caregivers to provide the supports they need.

As an agency committed to embedding quality in all aspects of our work, last year we continued reviewing and revising our policies and establishing metrics for all services so we can consistently monitor our performance and ongoing quality improvement.

Last fall, we refreshed our visual identity to better reflect the agency Kinark is today and the organization's commitment to put children and families at the centre of all that we do. Launched in the spring 2017, our new logo will roll out over the next several months.

We also launched our re-designed website for families and partners so they can more easily access information about Kinark services. The site now includes the Kinark Outdoor Centre, Lead Agency for CYMH, and the Kinark Foundation. In the Spring, we will launch a new section developed by, and for youth.

FINANCES

FINANCIAL SUMMARY FOR THE YEAR ENDED MARCH 31, 2017

OPERATING REVENUES	2017	2016
Government funding	\$77,753,165	\$68,318,431
Other revenues	4,140,026	4,235,214
	81,893,191	72,553,645
OPERATING COSTS		
Salaries and benefits	44,600,514	44,632,016
Other costs	36,825,220	27,174,903
	81,425,734	71,806,919
EXCESS OF REVENUES OVER COSTS FOR THE YEAR	\$ 467,457	\$ 746,726

This financial summary has been extracted from Kinark's 2016/17 audited financial statements, copies of which are available on our website.

OUR TEAM

LEADERSHIP TEAM

Kinark's leadership team provides overall direction and support to staff across the agency to enable the achievement of the organization's strategic goals. The team ensures quality service delivery, guides and contributes to agency planning and growth, and supports decision making.

Learn more about [Kinark's Leadership Team](#)

BOARD OF DIRECTORS

Kinark's Board of Directors is comprised of volunteers from across our catchment who effectively guide the agency in achieving its Strategic Plan, and oversee the best practices governance of the agency.

Mark Wakefield, Chair	Larry Doran, Director
John Rabeau, Past Chair	Robin MacKnight, Director
Gregory Glenn, Vice Chair	Caren Narvet, Director
Tom Schmidt, Secretary	Pina Pejovic, Director
Sunil Mistry, Treasurer	Peter Zukow, Director
Sam Aly, Director	

Learn more about [Kinark's Board of Directors](#)

VOLUNTEERS

Kinark volunteers continued to make a difference in the lives of the children, youth and families we serve by sharing their time, empathy, knowledge and enthusiasm.

They provide one-on-one support for our clients and their families, contribute to our organization by sharing their expertise as members of our Board of Directors and committees, and support our fundraising activities. Our volunteers play an important part in the success of the agency and contribute to the positive outcomes clients experience.



My son Tyler had a rough start to life, experiencing more loss in his first three years than anyone should have to endure.

This was, in part, what brought us to Kinark many years ago. While our early encounters were a bit rocky, Kinark staff were always committed and creative in helping us find the people and services to best support our family. I can never repay Kinark for all that they did to help me get Tyler to a secure treatment program, including the wonderful family support worker who sat in the back of the car with him to ensure he arrived there safely.

Today, as a member of Kinark's Parent Advisory Committee and its Durham Community Advisory Committee, I am proud to represent Kinark, and feel confident that the organization is providing evidence-based best practices while striving to evolve to meet the ever-changing needs of children, youth and their families in our communities.

- Vicki Davis, Kinark Volunteer





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