



Taking Root

LEADING CHANGE



Kinark
CHILD AND FAMILY SERVICES

2014 2015

ANNUAL REPORT



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*
— Respect each client as an individual and each family as unique
- *Challenge ourselves to be the best* — Understand best practices and continually improve
- *Achieve more together* — Commit to effective teams, partnerships and service systems
- *Instill hope* — Support children, youth and families to see the possibility of a better future
- *Lead* — Influence positive change

TABLE OF CONTENTS

PAGE

2	Message From the President & CEO and Chair, Board of Directors
3	Kinark's Three Program Streams
4	Service Activity
5	Program and Service Areas
5	Financial Summary
6	Community-Based Child and Youth Mental Health
7	Autism Services
8	Forensic Mental Health/Youth Justice
9	Kinark Outdoor Centre
9	Krista Sepp Memorial Awards
10	Policy and Planning
11	Kinark Leadership
12	Our Locations



Taking Root
LEADING CHANGE



Kinark
CHILD AND FAMILY SERVICES

ABOUT THE COVER ARTWORK

The theme of this year's report is Taking Root, Leading Change. The artwork builds on the Planting the Seeds of Change theme from last year's report, where we likened the time and care it takes for a seed to grow, to the elements that go into supporting children and youth with complex needs to achieve better life outcomes. Similar to the artwork on the cover of this report, of a tree that is thriving by taking root, we continue to adapt to the surrounding landscape and nurture and strengthen the pathways and connections with our community partners, to better serve our clients and their families, so they can thrive.

MESSAGE FROM THE PRESIDENT & CEO AND CHAIR, BOARD OF DIRECTORS

2014-2015 was a year of monumental change at Kinark. It was a year of refinement and execution of our new strategic plan and our services, as we incorporated lessons learned to solidify our direction.

This year we renewed our strategic plan (2014-2019) to reflect the changing landscape of child and youth services in Ontario, Kinark's leadership across the sectors we serve and our commitment to system improvement for the most complex children and youth.

As part of the new five-year strategic plan, we also updated our Vision, Mission and Values statements to be reflective of this direction.

This year's annual report focuses on the changes and improvements in our three program streams to enhance the services we provide as well as to integrate quality in all aspects of the agency's business:

- **Community-based Child and Youth Mental Health:** Improvements made to our intake and assessment processes and service delivery model
- **Forensic Mental Health/Youth Justice:** New Assessment and Stabilization Units
- **Autism:** Improvements made to decrease our waitlists.

Over the years, as a child and youth service organization, we have learned to be experienced and enthusiastic agents of change in order to continue to grow and thrive. We are proud to share the accomplishments and changes we have made with you, as we continue to strive to adapt and improve our services to ensure that we make a difference for children and youth with complex needs and their families.

Sincerely,



Cathy Paul
President and CEO
Kinark Child and Family Services



John Rabeau
Chair, Board of Directors
Kinark Child and Family Services

KINARK'S THREE PROGRAM STREAMS

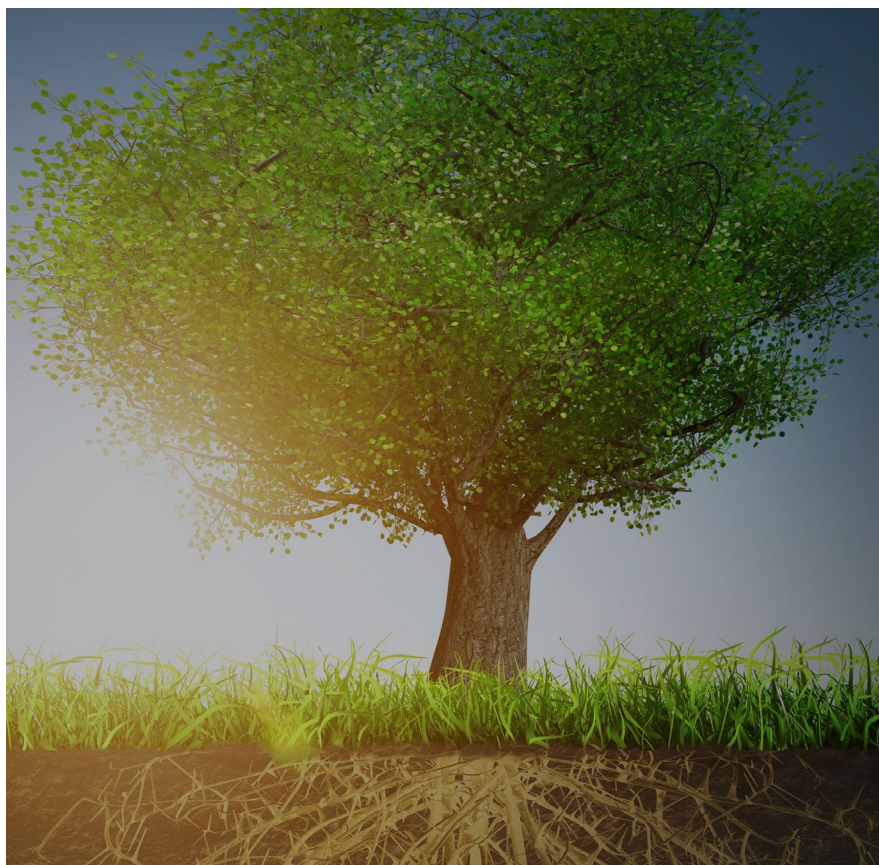
COMMUNITY-BASED CHILD AND YOUTH MENTAL HEALTH

Kinark's team of experts provides a wide range of evidence-based services from early intervention and parenting programs to residential day treatment and intensive in-home programs. **Community-based child and youth mental health services** are provided in conjunction with child welfare agencies, schools and school boards, hospitals, and other children's mental health centres and community partners.

In 2014, we were appointed Lead Agency for child and youth mental health in York. Visit our [website](#) to read more about Kinark's Lead Agency status in York.

Respite

Kinark also operates the **Kinark Outdoor Centre**, an outdoor facility in Minden, Ontario that offers therapeutic recreation and enhanced autism respite programs from skill development, family enrichment and social recreation in a safe, well-supported and natural environment.



AUTISM

As one of the nine Lead Agencies for Autism in Ontario, Kinark supports children with **Autism Spectrum Disorder (ASD)** and their families throughout Central East Ontario. Kinark delivers **Intensive Behavioural Intervention (IBI)**, including capacity building supports for parents, caregivers, the school system and other service partners.

The School Support Program provides training, consultation, and resource development to teaching staff and school board personnel in Ontario's publicly funded schools. Through the **Connections for Students Program**, the School Support Program (SSP) provides transition support to children with ASD and their families.

FORENSIC MENTAL HEALTH / YOUTH JUSTICE

Kinark offers both facility and community-based forensic mental health/youth justice services. **Syl Apps Youth Centre (SAYC)** is a secure mental health facility in Oakville that can provide support for up to 48 youth at a time. Syl Apps operates three programs:

- Secure treatment (mandated by the Child & Family Services Act —CFSA) (males and females).
- Secure detention and custody (mandated by the Youth Criminal Justice Act—YCJA) (males and females).
- It is also the only facility in Ontario designated to accept youth by order of the Ontario Review Board.

Intensive Support and Supervision Program (ISSP) offers an alternative to custody for youth in conflict with the law with significant mental health issues who can be safely supported in the community. It provides youth with comprehensive assessment and treatment to address their behaviour and mental health issues while assisting them to build their capacity to live productive lives.

THREE
PROGRAM
STREAMS

SERVICE ACTIVITY

SERVICE ACTIVITY APRIL 1, 2014 TO MARCH 31, 2015

AREA	EMPLOYEE COUNT
Corporate	56
CYMH Central	217
CYMH East	154
Kinark Outdoor Centre	41
Autism	107
SAYC	230
Other	31

TOTAL 836

PROGRAM STREAM	CHILDREN/YOUTH/FAMILIES SERVED
CYMH	8,281
Forensic Mental Health/ Youth Justice	209
Autism	1,432

TOTAL 9,922

NUMBER OF CYMH CLIENTS BY PROGRAM AREA	
York	837
Dual Diagnosis	33
Vanier	8
Simcoe	934
Durham	1,137
Peterborough	612
Northumberland	423
Haliburton/Minden (KOC)	4,297

TOTAL 8,281

FORENSIC MENTAL HEALTH/YOUTH JUSTICE

AVERAGE LENGTH OF STAY BY PROGRAM AND GENDER (DAYS)				CLIENTS SERVED BY AGE	
PROGRAM	FEMALE	MALE	TRANSGENDER	AGE GROUP	CLIENTS SERVED
Custody	42	390	69	<14	9
Detention	14	60		14-16	106
Detention and Custody	13	118		17-18	91
Secure Treatment	243	419	29	19+	4

GENDER OF ALL CHILDREN SERVED

40% FEMALE
60% MALE
0.2% TRANSGENDER

836 EMPLOYEES



160+ VOLUNTEERS
 (INCLUDES 15 BOARD MEMBERS)

9,922

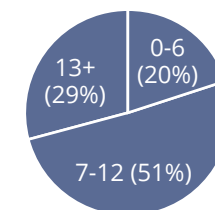
CHILDREN, YOUTH AND FAMILIES SERVED THROUGHOUT ONTARIO



4,297 KINARK OUTDOOR CENTRE VISITORS



AGE OF ALL CHILDREN SERVED



AUTISM

SERVICE RECEIVED	CHILDREN SERVED
Intensive Behavioural Intervention (IBI)	488
Other related autism services	944
Total children served	1,432

SCHOOL SUPPORT PROGRAM

SERVICE RECEIVED	HOURS
Connections for Students Initiative	9,913
Capacity building in schools	1,306
Total autism consultation, training and resource hours	11,219

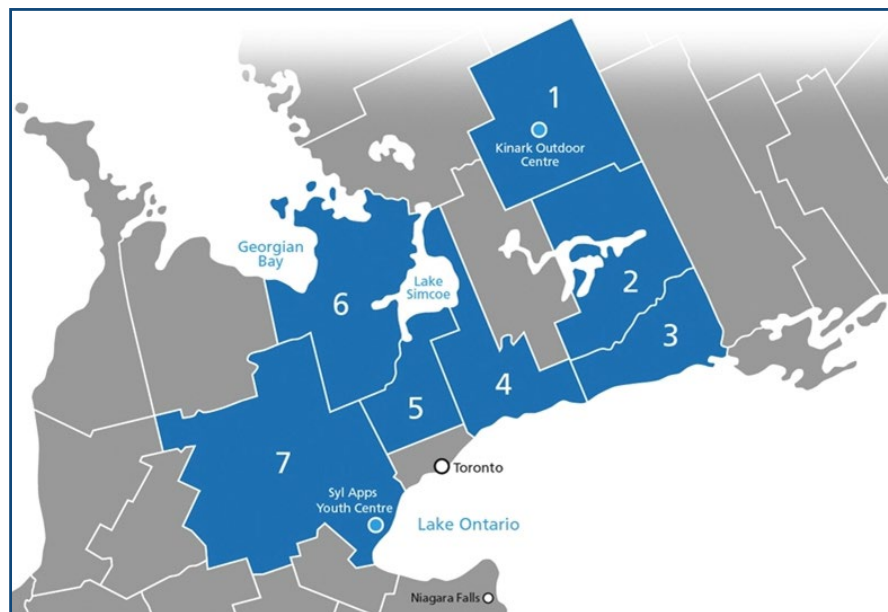


CYMH = child and youth mental health

SAYC = Syl Apps Youth Centre

PROGRAM AND SERVICE AREAS

1. HALIBURTON / MINDEN
2. PETERBOROUGH
3. NORTHUMBERLAND
4. DURHAM
5. YORK
6. SIMCOE
7. HALTON



PROGRAM & SERVICE AREAS/ FINANCIAL SUMMARY

FINANCIAL SUMMARY

KINARK CHILD AND FAMILY SERVICES FINANCIAL HIGHLIGHTS FOR YEAR ENDED MARCH 31, 2015

	2015	2014
OPERATING REVENUES		
Government funding	\$ 66,617,467	\$ 65,568,932
Other revenues	3,929,255	4,097,296
	\$ 70,546,722	\$ 69,666,228
OPERATING COSTS		
Salaries and benefits	\$ 43,175,927	\$ 43,253,824
Other costs	27,657,625	26,734,895
	\$ 70,833,552	\$ 69,988,719
DEFICIENCY OF REVENUES OVER COSTS FOR THE YEAR	\$ (286,830)	\$ (322,491)

Note: The financial highlights are extracted from the annual financial statements audited by Shore Newman & Rose LLP.

A copy of the complete audited financial statement is available at www.kinark.on.ca.

CHILD AND YOUTH MENTAL HEALTH

Kinark's 2013/14 annual report noted that Kinark is shifting the focus of our Child and Youth Mental Health (CYMH) program to focus primarily on the provision of service to children and youth with complex needs and their families. Three key changes to support this shift are highlighted below.

MATCHING CLIENTS TO THE APPROPRIATE SERVICES

The best place to start making improvements is at one's own front door. Over the past year, Kinark has undergone a comprehensive redevelopment of Central Intake, the front door to our services. In partnership with a management consulting firm, the review involved a detailed assessment of the process from when a client first calls into Central Intake to when they begin receiving services.

We're currently developing a plan to implement some exciting changes that will increase the client experience. This includes immediate access, when calling Central Intake, to a live person, who will be accessible and attend to the client needs in a timely manner. This staff will also provide clear instructions and expectations as to what clients can expect as next steps. Safety plans have also been put into place, for clients that are an immediate danger to themselves or others.

IMPROVED SCREENING, ASSESSMENT AND OUTCOMES MEASUREMENT TOOLS

In addition to the business process redevelopment, Kinark has also been working closely with staff at Child and Parent Resource Institute (CPRI) to transition to using the InterRAI-ChYMH (child and youth mental health version) as the assessment tool of choice. This includes the InterRAI Screener in Central Intake.

Therapists are beginning to use the InterRAI-ChYMH to assess the psychiatric, social, environmental and medical issues for each client.

"We have an obligation within the sector to dedicate our specialized resources and expertise to children, youth, and families who need it the most – those with complex mental health needs that require a more intensive response."

— Laurel L. Johnson, Ph.D., C.Psych., Clinical Director of
Kinark's Community Mental Health Services

Both measures offer a standardized approach to better assess and understand each client's unique needs, so they can be matched to the most appropriate service.

IMPROVED CONTINUITY FOR CLIENTS

As part of the shift in our mandate, we have also invested a great deal of effort in redeveloping the way we actually deliver services. Changes include transitioning staff to working in teams made up of three therapists and one case manager. Assigning clients to a case manager is one of the biggest improvements to Kinark's services. Previously, a child may have received multiple different services, but no one person monitored the total picture of care they received. Now, from the moment a child or youth starts our services to when they are discharged, the case manager is their 'Go-to' person. This provides continuity of care and more effectively supports the role of the therapist.

A specialized team of child and youth workers, social workers, psychiatrists, psychologists, and nurses also provide expertise to children and youth that need it the most.

Everyone agrees that the change has been hard and definitely has its own hurdles, but the benefits outweigh the challenges. As with all of our programs and interventions, evaluation plays an important role in monitoring the successes and areas for continued improvement. Amidst these changes, our overall goal is to improve the quality of our services, to ultimately provide better outcomes for the children, youth and families who need it most.

"One of the most important changes is ensuring that clients are clear as to who is responsible for their care, and ensuring that the roles and responsibilities within the programs are more clearly delineated, so everyone understands what work needs to be done."

— Teresa Scheckel, Program Director, CMH, East

Since 2003, the Ontario government has quadrupled its investments in autism services to \$186 million and almost tripled the number of children and young people receiving Intensive Behavioural Intervention (IBI) therapy. “We want to do our part to improve the system, to work towards reducing the waitlists for our children and youth as well,” says Frances Donovan, Program Director, Autism Services. To accomplish this goal, we have taken several steps, to ensure the right children receive the right services at the right time.

One important step is ensuring the children that will most benefit from IBI are the ones receiving this service, and for the amount of time that will most benefit them. We review children’s progress every six months using a variety of clinical tools, including those used by other providers across the province. Use of these clinical tools supports consistency and transparency in our clinical decision making.

When a child is ready to leave IBI, we work with the child’s parents and others involved in the child’s treatment to develop a transition plan to other services. We also provide transition supports for children leaving IBI, through Kinark’s Connections for Students program.

We also provide a variety of supports for parents of children on the waitlist for IBI. As children progress towards the top of the waitlist, we more regularly monitor their continued eligibility and suitability for IBI. For those children who no longer need or are unlikely to benefit from IBI, we support referral to a more appropriate service and offer

transition supports based on their individual needs. Over the past 2 years, we have seen a marked reduction in both the number of children waiting for IBI as well as in the amount of time they have to wait to begin service.

This past year, Kinark also continued participating as a pilot site for the ministry-led Autism Intervention (AIP) efficiency review. This process has helped us to identify and reduce business process inefficiencies in order to improve our ability to deliver services in a more timely and efficient manner.

WHAT’S NEXT?

Ontario’s autism waitlists are too long. We are optimistic that the improvements we have made to our own services and our contributions to the system in Ontario will help to improve services for children and families. Changing our program won’t happen overnight, but it’s well under way with the support of staff, families, and our service partners.

CHANGES IN KINARK’S WAITLISTS

	April 1, 2013 – March 31, 2014	April 1, 2014 – March 31, 2015
Number on waitlist (as of March 31st of year) (Assessed and Eligible)	596	517
Average number of months waiting for children to enter IBI services	46	40

“We want to do our part to improve the system for our children and youth.”
 — Frances Donovan, Program Director, Autism Services

FORENSIC MENTAL HEALTH YOUTH JUSTICE

In July 2013, The Ministry of Children and Youth Services asked Kinark to expand the Syl Apps Youth Centre programs to add a secure custody and detention program for female youth in Central Region, Hamilton, Niagara and Brantford areas, and to be a provincial resource for high-risk female youth justice clients with significant mental health concerns.

With this expansion, Syl Apps had the opportunity to enhance our clinical service model and ensure best practices. Two of the six units previously operated at Syl Apps were designated as Assessment and Stabilization Units, ASUs for short: one for males, and the other for females. The other four units were designated as ongoing treatment and reintegration units.

HOW THE ASUs ARE UNIQUE FROM OTHER UNITS

Physically, the units are similar to other units, with the exception of safety barriers placed around stairways and balconies. Rules are also put in place for youth and staff safety as many are at risk of harm to self or others.

The assessment units also intentionally have fewer clients and are quieter than the other treatment and reintegration units. Some of the clients have endured trauma or are detoxing, so they benefit from a quieter, more calming environment.



An ASU Staff Team, including Unit Supervisors, Roxanne Lecompte (far left) and Glenn Savage (far right, standing)

"Observing the youth allows us to quickly, intensively and effectively assess and respond to each youth's risks, treatment and social needs, and to prioritise intervention accordingly. It also ensures continuity of care while the youth are with us."

—Gerry Watson, Administrative Director at Syl Apps

The ASUs are living areas in the mental health facility that are set aside for the specific purpose of triaging, based on each youth's mental health and risk needs.

The units give staff space to systematically observe and assess the youth. They also ensure continuity of care while the youth are at Syl Apps.

MODELED AFTER HOSPITAL ROUNDS


Clinically, the ASUs incorporate some processes and procedures that are utilized in adolescent inpatient units at hospitals, specifically clinical rounds that are part of hospital best practises. Rounds are the backbone to the ASU program as a multidisciplinary team consisting of a psychologist, nurse manager, child and youth worker, social worker, case coordinator, school representative, and the unit supervisor meet daily to discuss each youth, their clinical and risk issues and their daily progress.

These daily meetings allow the team to adjust their client's care, including making referrals to the psychiatrist, when necessary. The team meets every day to discuss the youth's progress, and to address any concerns. Prior to the ASUs, staff would sometimes only receive the information on a client through one-on-one conversations with other staff.

THE PROOF IS IN THE PROGRESS

The staff have seen first-hand improvements in the youth that come to their units. Getting from point A to B for one youth also looks much different than it does for another youth. For this reason, clients can also stay in ASUs as long as required.

Once a treatment plan has been developed and implemented and the youth have stabilized, they enter the 'reintegration' units, appropriately named because they are designed to help the youth receive the services and supports they need for safe and effective reintegration into society.



"We deliver a range of autism respite programs that best meet the complex needs of children and youth on the spectrum."

— Jane Isbister, Business Manager and
Interim Program Director (2015),
Kinark Outdoor Centre

The Horizon Award recognizes excellent work of direct service staff with up to five years of experience working in a CYW/CYC role.

The Mentoring Award honours the ongoing excellent contributions of direct service staff with more than five years of experience in a CYW/CYC role.

GROWING TO MEET THE NEEDS OF CHILDREN AND YOUTH WITH ASD

Over the past 30 years, the Kinark Outdoor Center (KOC) has designed recreational opportunities for children with autism and their families, children in residential care, youth in conflict with the law and children receiving community mental health services as well as other community partners.

In the past year, the KOC has focused particularly on children and youth with autism and their families.

Through relationships with Autism Ontario chapters, the Ministry of Children and Youth Services, and support from the Kinark Foundation, we have increased our capacity to provide autism respite programming.

The KOC continues to strive to meet the growing demand for our Autism Family Camp and Autism Summer Camp programs. Both programs were developed in consultation with families and other service providers.

The KOC also offers ongoing support to Kinark's Central East Autism Program (CEAP). Specifically, the KOC offers a respite program to CEAP families who are on a waitlist for clinical services, best known as Autism Family Respite.

For more information, go to www.koc.on.ca.

The Krista Sepp Memorial Awards were established in 1991 to honour the memory of Krista Sepp, who lost her life on February 3, 1989, while performing her duties as a child and youth counselor. The awards are supported by financial contributions by various organizations and agencies.

- The *Horizon Award* recognizes excellent work of direct service staff with **up to** five years of experience working in a CYW/CYC role.
- The *Mentoring Award* honours the ongoing excellent contributions of direct service staff with **more than** five years of experience in a CYW/CYC role.

The 2014 winners were:

- **Horizon Award:** Kinark's Michelle Gavin, Intensive Service Worker
- **Mentoring Award:** Joseph James, Child and Youth Worker from George Hull Centre for Children and Families.

The Minister of Child and Youth Services, the Honourable Teresa Piruzza provided a video message for the audience. "I am grateful that young people can turn to caring individuals like Michelle and Joseph to deal with the challenges they are facing and to embrace their futures with hope and confidence," said Piruzza."

For more information, visit the [Krista Sepp](#) section on Kinark's website.

**KINARK
OUTDOOR
CENTRE**

**KRISTA SEPP
MEMORIAL
AWARDS**

POLICY AND PLANNING

POLICY AND PLANNING

Kinark's Research and Evaluation, Policy and Planning, Diversity and the Parent and Youth Engagement portfolios have been evolving over the past year to meet the needs of the agency. Here is what we have accomplished over the past year:

RESEARCH AND EVALUATION

- Three major evaluations:
 1. Intensive Support and Supervision (ISSP)
 2. Art Therapy
 3. Stop Now and Plan (SNAP) for Boys
- Refined our work on client profile data
 - Created a "Client Profile Workbook" that was distributed to child and youth mental health (CYMH) staff to bring a consistent understanding of the complex kids we will be serving as part of our new mandate.
- Continued partnerships with:
 - The Institute for Clinical Evaluative Sciences (ICES) in their recently released report *The Mental Health of Children and Youth in Ontario: A Baseline Scorecard* (2015) Kinark was identified as the only child and youth mental health agency in Ontario that was able to contribute outcome data for this report as "currently, there is no sector wide community data."
 - Hincks-Dellcrest Treatment Centre and Child and Family Centre, along with other CYMH agencies on our client profile work in order to establish a more comprehensive picture of a broader sample of Ontario kids.



POLICY AND PLANNING

- Inventoried all Kinark policies.
 - We have about 300 policies across the agency – some unique, some overlap.
- Implemented a formal review process. This work is expected to take several months to complete and will involve different staff in the organization.

DIVERSITY

- Released results of Kinark's first Staff Diversity Survey to gain a clearer picture of the makeup of our staff and lay the foundation for diversity activities and awareness building.

PARENT AND YOUTH ENGAGEMENT

- Released Stakeholder Participation Report and Policy that outline the expectations for how to engage and involve staff and clients in various decision making stages.
 - Included establishing agency wide parent and youth engagement training, in partnership with the Ontario Centre of Excellence in Child and Youth Mental Health.
- Expanded upon our successful pilot of Family Support Provision, in partnership with Parents for Children's Mental Health to establish it as part of regular service delivery in York and Peterborough County.

2014/2015 KINARK BOARD OF DIRECTORS

CHAIR

John Rabeau

SECRETARY

Gregory Glenn

Sam Aly
Lawrence Doran
Bruce Hannah
Fay McFarlane
Sunil Mistry

Caren Narvet
William Pallett
Karim Ramji
Tom Schmidt
Margaret Soden
Tazim Virani

PAST CHAIR

Melanie Manchee

TREASURER

Mark Wakefield

VICE-CHAIR

Ron Plashkes

**KINARK
LEADERSHIP**

2014/2015 KINARK LEADERSHIP TEAM

Cathy Paul, President and CEO

Robert Burkholder, Vice President, Program Services and COO

Rod Evans, Vice President, Clinical Services & Chief of Psychiatry

Neil Fernie, Vice President, Human Resources

Paul Hogan, Chief Financial Officer (I)

Vicki Mowat, Senior Director, Policy and Planning

Jim McHardy, Director, Kinark Outdoor Centre

Caroline Roncadin, Clinical Director (I), Autism Services

Ryan Rossman, Director, Information, Technology and Telecommunications

Teresa Scheckel, Program Director, Community Mental Health (East)

Gordina Schellenberg, Chief of Nursing

Christine Simmons-Physick, Program Director, Community Mental Health, (Central)

Susan Stowe, Director, Research and Evaluation

Gerry Watson, Administrative Director, Syl Apps Youth Centre

Jeff Wong, Clinical Director, (I), Forensic Services

Frances Donovan, Program Director, Autism Services

Chandra Hardeen, Director, Policy

John Hower, Ombudsman and Privacy Officer

Laurel Johnson, Clinical Director, Community Mental Health/ Chief of Psychology



EXECUTIVE TEAM

(Left to right) Robert Burkholder, Vicki Mowat, Rod Evans, Cathy Paul, Neil Fernie, Paul Hogan

LOCATIONS

CORPORATE OFFICE AND KINARK FOUNDATION

500 Hood Road, Suite 200
Markham ON L3R 9Z3

DURHAM REGION

20 Sunray Street, Unit 1
Whitby ON L1N 8Y3

KINARK OUTDOOR CENTRE

P.O. Box 730
Minden ON K0M 2K0
1-800-805-8252
www.koc.on.ca

NORTHUMBERLAND COUNTY

146 Oliver Road, Room 254, 2nd Floor
Campbellford ON K0I 1L0

20 Strathy Road, Unit 3
Cobourg ON K9A 5J7

PETERBOROUGH COUNTY

380 Armour Road, Suite 275
Peterborough ON K9H 7L7

SIMCOE COUNTY

34 Simcoe Street, Suite 301
Barrie ON L4N 6T4

788 Yonge Street, Unit 3
Midland ON L4R 2E6

SYL APPS YOUTH CENTRE

475 Iroquois Shore Road
Oakville ON L6H 1M3
905-844-4110

YORK REGION

24 Orchard Heights Blvd, Unit 101A
Aurora ON L4G 6T5

184 Simcoe Street
Keswick ON L4P 2H7

8551 Weston Road, Unit 9A
Vaughan ON L4L 9R4

AUTISM SERVICES

600 Alden Road, Suite 200
Markham ON L3R 0E7
905-479-0158

Kinark delivers IBI services in partnership with agencies in Durham, Four Counties, York and Simcoe.

DURHAM REGION

Lake Ridge Community Support Services
900 Hopkins Street
Whitby ON L1N 6A9

FOUR COUNTIES

Tri-County Community Support Services
349A George Street North, Suite 303
Peterborough ON K9H 3P9

YORK AND SIMCOE REGIONS

Centre for Behaviour Health Sciences
(formerly Behaviour Management Services of York and Simcoe)
Mackenzie Health
13311 Yonge St, Suite 115
Richmond Hill, Ontario L4E 3L6





This annual report will be available in French on Kinark's website at www.kinark.on.ca
Ce rapport annuel sera disponible en français sur le site de Kinark à www.kinark.on.ca

Have questions or comments about the content found in this year's Annual Report?
We'd like to hear what you think. Email us at info@kinark.on.ca

CENTRAL INTAKE
1-888-4-KINARK (454-6275)



Kinark
CHILD AND FAMILY SERVICES



twitter.com/mykinark



facebook.com/kinark