

FRONTENAC YOUTH SERVICES
ANNUAL REPORT

2019-2020



ANNUAL GENERAL MEETING

AGENDA

Wednesday, October 21, 2020

Welcome

Introduction of Board Members

Call to Order

Approval of the Agenda

Declaration of Any Conflicts of Interest

Minutes of Annual General Meeting 2019/2020

AGM – June 19, 2019

Annual General Meeting Reports

Audited Financial Statement to March 31, 2020

Amendments to the By-Laws and Constitution

Election of Officers

Ratification of Prior Acts

Adjournment



Mission Vision Values



Mission

Enhancing mental, social and emotional well-being

Vision

To be a collaborative partner in supporting the evolving needs of children, youth and their families within the community

Values

Enhancing Strengths

Cultivate unique abilities, skills, positive attitudes and resiliency

Acting with Integrity

Support ethical and professional standards in all circumstances

Being Respectful

Think and act in a manner that shows others we care about their well-being

Promoting Advocacy

Ensure the youth we support have a voice by gaining access to needed supports, overcoming barriers, and having their views and wishes genuinely considered

Embracing Inclusivity

Value the unique and diverse lived experience and history of all

STRATEGIC PLAN

2016-2019

(in revision)

<p>WORK ENVIRONMENT</p> <p>Goal: <i>Maintain a positive work environment through planning and supporting agency and staff development</i></p> <p>Strategies:</p> <ul style="list-style-type: none">· <i>Develop succession plans for key positions</i>· <i>Increase employee satisfaction and involvement</i>· <i>Address space limitation and growth potential</i>· <i>Increase opportunities for staff development</i>· <i>Continue to improve communication</i>	<p>CLIENT AND COMMUNITY</p> <p>Goal: <i>Enhance partnerships, services and supports</i></p> <p>Strategies:</p> <ul style="list-style-type: none">· <i>Develop inclusive services to meet the needs of the diverse population</i>· <i>Increase community and political awareness and advocacy related to children's mental health</i>· <i>Utilize information gathered from stakeholders e.g. survey</i>· <i>To be an active partner providing seamless, mental health services with the Lead Agency and all partners</i>
<p>CLINICAL PRIORITIES</p> <p>Goal: <i>Strengthen evidence informed and evidence based practices</i></p> <p>Strategies:</p> <ul style="list-style-type: none">· <i>To promote a culture that sustains the development and implementation of evidence informed and evidence based practices</i>· <i>Develop a plan for Implementation of Dialectical Behaviour Therapy (DBT)</i>· <i>Addressing needs for youth/families on the wait list, and examine ways to reduce list</i>	<p>FINANCIAL</p> <p>Goal: <i>Improve financial stability</i></p> <p>Strategies:</p> <ul style="list-style-type: none">· <i>Expand financial sources</i>· <i>Increase fundraising through Board involvement</i>· <i>Explore avenues of funding corporation</i>· <i>Advocate with Ministry of Children and Youth Services to increase funding</i>



President and Executive Director's Message

In the late fall of 2019 we began the process as a Board and with staff to review our Strategic Plan. There was an expansion in the definition of one our Values, Embracing Inclusivity. We are committed to advancing an inclusive community.

A decision was made to continue with our four Strategic Goals however will be revising our strategies as we have attained a number of our action items. The four directions continue to be: Work Environment, Client and Community, Clinical Priorities and Financial. Then the pandemic was declared. We are currently reviewing the strategies utilized to meet our goals.

As an Agency staff quickly adapted to the "new normal" during COVID- 19 and staff served our youth and their families virtually. Thank you to the exemplary leadership of Jill Davidson, Clinical Director with support from the two Clinical Managers, Karna Button and Dan Rekker. Currently Frontenac staff are in the office on alternate days and beginning to resume face-to-face counselling. Clients are and in the future will be given a choice of mode of delivery. The Live-In-Treatment has remained open supporting youth, thanks to the outstanding guidance of Sarah Dixon and Patricia Thompson. While schools closed in March the Day Treatment, Child and Youth Workers connected with the youth virtually under the superb direction of Melanie Brynaert. In the fall the classes opened offering in class academics and coaching. Thanks to Betty Yoshida, Financial Administrator, for ensuring all payments are done and always gets Frontenac the best deal. Thanks to too Diane Sainsbury who keeps the Board members and staff organized. Jennifer Murphy, Human Resources Manager, who dedicates many hours keeping everyone safe as well as completing the numerous tasks her role entails.

Thanks to all of the staff and Board Members whose commitment to youth and their families has been evident throughout these challenging times. Thank you to our many community partners who we work collaboratively with to ensure we are reducing barriers in order that all access service in a timely manner. Frontenac appreciates the contributions from the Ministry of Children, Community and Social Services and the Ministry of Health, and our generous donors.

Lucy Weaver
President, Board of Directors

Marlene E. Pike
Executive Director

"When we are faced with adversity and injustice, may we never back away, but run toward it. Never ask, "why me," but always "why not me!" and fearlessly work, on behalf of others, then ourselves with commitment. Show initiative and be the first one to show up, volunteer and participate in building a better world. Demonstrate skills with proficiency and compassion for others." Bif Naked

Silver Linings For Frontenac's Clinical Services

In the last year, Frontenac received annualized funding to support the expansion of the crisis program, with the addition of two crisis workers to bring us to a compliment of three. This also coincided with the initiation of regional partnership planning and development, that is working towards the involvement of an external agency overnight response system, the development of a crisis screening tool to be implemented across agencies locally and other Kinark locations to support standardized understanding of risk indicators, and the creation of risk assessment and intervention training to support capacity building and sustainability on a local level. The increased staffing and funding also supported the expansion of the Wednesday afternoon/evening walk-in clinic. The additional afternoon/evening availability, coupled with the Friday walk-in clinic hours, led to the completion of 1000 single sessions by June 2020, just over two months shy of the two year anniversary of this quick access implementation.

We have also continued to benefit from the lead agency professional development opportunities for new and existing staff, that included the five day Dialectical Behavioural Therapy Training, the beginner and advanced Cognitive Behavioural Training, and the year long extension of on line access to DBT skills module trainings. As an agency, we were also fortunate to have our external consultant, Patty Hayes, provide Effective Use of Self Training to all full time staff across programs, as well as training on Working with Clients who Self Harm. The Clinical Team received training on Unified Protocol (a transdiagnostic approach for individual (and families) struggling with a multitude of mental health issues), as well as a refresher training on Solution Focused Therapy.

Six months ago we entered into abrupt unprecedented evolvement of our service delivery system with the emergence of the pandemic. Although our youth, families, employees, and community partners have been challenged in ways that have extended into all areas of their lives, the counselling team came together, through remote access, to train and implement virtual services for the benefit of clients, community partners, and connectedness to each other. The On Call Health platform was embraced by workers, with patience, openness, and a willingness to learn and adapt therapeutic approaches from in-person to virtual. Extensive training occurred through the first several months of the lock down to support the team's enhanced clinical capacity through virtual means. Individual, family, and group therapy, single session walk-in services, crisis support, specialized consultation, case conferences, trainings, and team meetings were all moved to remote access. Evaluation tools were developed specifically for virtual walk-in and crisis support to determine client experience and satisfaction. Since moving to remote services, the walk-in clinic has provided over 200 single sessions to individual youth and their families. Telephone support also continued to be offered as an alternative support for those not having the technological capability or comfort for virtual meetings.

In addition to these significant changes, the clinical, administrative, and management teams worked collaboratively to redesign the functioning and layout of the offices, and implemented protocol (IPAC and Health and Safety Committee reviewed and approved) to mitigate risk of exposure to COVID 19. In person services have gradually been re-initiated and will continue with expansion through careful screening, hygiene practices, and ongoing review and assessment of protocol and adherence to best practices. In recognition of the emotional burden the pandemic has and continues to have on everyone, Dr. Morrison was brought in to support staff through team debriefings and weekly emails. A formal “Caring For Our Own” living document was also created to signify the actions taken by FYS to support and respond to the needs of employees.

Over the last several months we have said good bye to talented members of our clinical team: Mitra Bissessar, Evonie Johnson, Emma Muir, Frances Jean, Angie Chan, and Nicolette Julien. As bittersweet change occurs, we feel the loss of their contributions, we wish them good luck in their next adventures, and we move forward with the process of hiring and onboarding new and skilled clinicians.

We are a team, and an agency, that has survived, adapted to, and benefited from change throughout the years. Without minimizing the extraordinary circumstances that have and continue to occur, our collective body has shown resilience, compassion, and support to each other and to our clients. Despite and because of the struggles, we have been fortunate to experience, be gifted with, and create silver linings, and that is what I am grateful for.

Jill Davidson
Clinical Director



Watersdown and Frontenac Live In Treatment

It has definitely been a year like no other for the agency's live in treatment programs. As the CYW's worked through the Pandemic and continue, I do want to touch on some firsts for the (live-in treatment (LIT) staff team prior to COVID.

This year we were able to host our first LIT staff team day! All full time and contract staff from both LIT programs attended. It was a day to reflect on our teams, how we work as a team as well as to acknowledge the great work the Child and Youth Worker's provide to the youth in our care everyday. The day started with Patty Hayes, External consultant for Frontenac – registered psychotherapist, who facilitated discussion on what we individually contribute to our teams, how we work together as teams as well as supporting teams in creating a template to take away as a live document that can be changed, addressing our strengths and weaknesses. This was a follow up from the Effective Use of Self training that Patty facilitated agency wide. Patty worked through an activity that focused on our individual working style and personality; categorizing each of us in different groups 1. Competing Shark 2. Collaborating Owl 3. Avoiding Turtle 4. Accommodating Teddy Bear or 5. Compromising Fox This activity allowed all CYW's to have a better understanding of how to work with each other based on the personality trait of their "animal" . It was a jammed packed morning filled with great conversation, team building and fun! The afternoon lead us to a team building exercise at the Durham Escape Rooms. Everyone was divided into small groups of five and away we went to escape! Fun was had by all. Patty also provided Self Harm training agency wide.



Escape Room Fun!

Watersdown Live-In Treatment Program

As an agency, we joined a partnership with Lakeridge Community Support Services, Resources for Exceptional Children and Lakeridge Health Oshawa. This pilot focuses on agencies working with Lakeridge Community Support Services to provide functional behavioural assessments to our most complex youth. This enhances our assessment of the youth and provides staff with evidence driven data to support the youth in a creative and functional manner. This partnership also offered three afternoon training sessions for CYW's, clinical staff and management to attend as well as parent training. A proposal will be completed and sent to the Ministry in hopes that this pilot can continue.

Watersdown LIT continues to work closely with many community agency and values each partnership. Resources for Exceptional Children has donated many sensory items this year for our sensory room as well as provided gift cards to our youth.

Christmas was one we will never forget! The youth were excited and enjoyed their Christmas Dinner at Swiss Chalet and presents from the agency back at Watersdown. This year the youth showed us the pure joy of the holidays in their genuine reaction to the celebration.

COVID 19 has brought many challenges, changing protocol and uncertainty for all. The CYW's at Watersdown continued to work and provide service to youth that could not go home. With protocol implemented that staff could only work at one congregate setting, the staff team at Watersdown "stepped up" and worked many extra hours, volunteered to be "on call" on the weekends and continued to come to work each day. They demonstrated pure dedication and commitment to the youth and agency. During these unprecedented times, our CYW's remained focused on supporting the youth and using their tool boxes of creativity to provide treatment and activities. Frontenac greatly appreciated and continues to appreciate all that the CYW's do each and everyday. To celebrate the CYW's a parade was organized and staff members drove by each program with signs, honking and cheering to acknowledge them. The clinical team on two occasions dropped off goodies for the CYW's to show their appreciation.

In closing, it has been an unforgettable year, a year of learning and growing, a year of firsts, and a year that truly demonstrates the commitment our CYW's have for Frontenac Youth Services and the youth we serve.

Sarah Dixon, RSSW, Program Manager

Watersdown Live-In Treatment

DAY TREATMENT

The Day Treatment programs launched a new program called Learn To Breathe in each of the programs. This created an opportunity for a collaboration between the Child and Youth Workers and Youth and Family Counsellors. They co-facilitated this program to the Day Treatment clients. The program curriculum is focused on mindfulness and emotional regulation that creates skills to increase attention and focus. It was well received by clients and the staff delivering the curriculum.

Then on March 12, 2020 everything in our worlds changed. In the blink of an eye we switched from face to face treatment and education, to on line. It was a bit of a learning curve, however the Day Treatment team was up for the challenge. They were quickly able to connect with clients from their programs, first by phone daily, and then moved into running small groups virtually. The teachers that we work with were able to quickly adapt to a Distance Learning model of teaching. Collaboratively our Day Treatment programs were able to continue to meet the needs of clients both through treatment and academics. We had several clients transition in June to their community schools as they had met their Day Treatment goals and were ready for the next step. We wish them well as they use their skills to have continued success at school.

We did offer summer school opportunities for our Day Treatment clients, which was completely virtual. Again, another first for Frontenac! The teachers and CYW's were available throughout the day virtually and the clients were engaged daily. This virtual opportunity allowed us to offer this opportunity for our clients in the west end of the region who typically don't participate in summer school due to transportation barriers. This allowed them to work from home and earn a credit. This has been a real positive for the program, and perhaps something that we will continue to offer with the support of Grove School.

Starting this school year ensuring all Public Health measures were put in place while creating a welcoming environment for our youth, has been the top priority for the Day Treatment and teaching staff. All of our clients have chosen to come to the programs rather than learn virtually. It has been a gradual start to their academics while supporting them with the new challenges that COVID has brought to all of our sites. The staff are working hard to keep a positive outlook and to provide support and guidance daily to the youth in our programs. We have been able to move our Day Treatment program intake process to virtual meetings. This allows us to continue to work through the pathway as we always have, ensuring that we gather and share information with clients and families regarding the program.

We look forward to the coming year and we will continue to support clients to achieve their goals.

Melanie Brynaert

Day Treatment Program Manager

FRONTENAC YOUTH SERVICES
(Audited) STATEMENT OF REVENUE AND EXPENDITURES
Fiscal Year ended March 31, 2020

<u>REVENUE</u>	MCCSS/MOH PROGRAMS	DURHAM BOARD (Return Ticket)	FUNDRAISING & DONATIONS	Invested in Capital Assets	2020 TOTAL
Provincial Subsidy	4,527,230	240,009	19,108		4,786,347
Administration Recovery	20,579	-	-		20,579
Sundrdy	19,837				19,837
TOTAL	4,567,646	240,009	19,108		4,826,763
EXPENSES					
Amortization				28,157	28,157
Salaries	3,025,705				3,025,705
Outside Agency Staff Support	126,273				126,273
Benefits	461,663				461,663
Training & Recruitment	21,777				21,777
Travel	37,055				37,055
Building Occupancy	228,183				228,183
Board of Directors Insurance	5,505				5,505
Durham Board - Return Ticket		240,009			240,009
Client Expenses	3,649				3,649
COBID-19 Related Expenses	10,457				10,457
Food Services	33,553				33,553
Program Expenses	59,392				59,392
Medical and Related	29,223				29,223
Professional Servcies (Non-Client)	33,777				33,777
Office Administration	126,619				126,619
Miscellaneous	20,433				20,433
TOTAL	4,223,264	240,009	-	28,157	4,491,430
Excess (deficiency) of revenue over over Expenses	344,382	-	19,108	-	335,333

Frontenac Youth Services' Audited Financial Statements ending March 31, 2020 are available at:
www.frontenacyouthservices.org (click on "About" and then "Organization Info")

Board of Directors

Lucy Weaver (President)

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FRONTENAC STATISTICS

April 1, 2019 to March 31, 2020

1037 Clients Served

101 Crisis Calls/Mobiles

223 Hours

involved in Community Initiatives

*including mental health and career fairs and
participation in the Durham Counselling Walk-In Clinic.*



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www.frontenacyouthservices.org

905-579-1551 or 1-877-455-5527

Accredited by
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