

FRONTENAC YOUTH SERVICES

ANNUAL REPORT

2020-2021



1320 Airport Blvd.
2nd Floor
Oshawa, ON
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Accredited by
Canadian Centre
for Accreditation



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Centre canadien
de l'agrément

ANNUAL GENERAL MEETING OF MEMBERS

AGENDA

Wednesday, September 15, 2021

Welcome

Introduction of Board Members

Guest Speaker

Alexandra Crawford

Senior Services Manager

Central Region

Dnaagdawenmag Binnoojiyyag Child and Family Services

Call to Order

Approval of the Agenda

Minutes of Annual General Meeting 2019/2020

AGM – October 21, 2020

Audited Financial Statement to March 31, 2021

BDO Canada

Annual General Meeting Reports

Election of Directors

Set Number of Directors

Approval of By-Law

Approval of Indemnification and Purchase of Insurance

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

2020-2024

<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>Maintain succession plans for key positions</i> · <i>Increase employee satisfaction and involvement</i> · <i>Provide support for employee wellness and safety</i> · <i>Imbed Diversity, Equity and Inclusivity (DEI) practices within the agency</i> · <i>Sustain current levels of opportunities for staff development</i> · <i>Continue to improve communication</i> · <i>Move to new location</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>Focus on Child, Youth and Family Engagement</i> · <i>Increase community and political awareness and advocacy related to children’s mental health</i> · <i>Utilize information gathered from stakeholders</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>Promote a culture that sustains the development and implementation of evidence informed and evidence based practices</i> · <i>Ensure clinical practices are equitable and reflect the needs in the community</i> · <i>Implement EQ2 and ongoing training to sustain diverse modalities</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 through donations</i> · <i>Increase fundraising through Board involvement</i> · <i>Allocate resources to support DEI initiatives</i> · <i>Advocate with the Ministry of Health and Ministry of Children, Community and Social Services to increase funding</i>



President and Executive Director's Message

Staff at Frontenac Youth Services continue to offer our essential services during the pandemic although it has been a challenging year. There has been so much change in the world and internally at Frontenac Youth Services! We have moved, we have a new server, phone system and data collection system (EMHware), a new two-year contract and many new staff. One of our most recent hires was Michelle Sharma, Administrative Assistant. Welcome to all new employees who understandably are excited to join our team. We have reflected on our Operational Plan for the past year and would like to share some of our highlights, and accomplishments.

Services from our past office location, management, administration, counselling services and crisis support, relocated to 1320 Airport Road in Oshawa. The building has been Durham Children's Aid Society space for fourteen years, and recently Carea Community Health Centre – Child, Youth and Family Clinic and The Denise House have moved in too. Frontenac has a long-time relationship with Children's Aid Society as a community partner. As we explore ways to work closer together, we believe being part of the future hub will be positive for the community. On behalf of our staff and Board members we would like to express our gratitude for the support of everyone at Durham CAS for facilitating this move. It has been a truly collaborative process. Thank you to Betty Yoshida and Diane Sainsbury for all their work behind the scenes to ensure a successful move.

We are striving to imbed Diversity, Equity, and Inclusivity (DEI) practices within the agency. Our DEI Community of Practice (CoP) is active and has developed a plan of action. Staff development continues to be a priority. For example, we have been able to partner with CAS and many staff have completed Module 1 "Challenging What We Think We Know About Racism". In May Alexandra Crawford, Senior Services Manager – Central Region, for Dnaagdawenmag Binnoojiiyag Child and Family Services who spoke to all staff on Indigenous Services. In addition, Frontenac continues to be member of the Durham Region DEI – CoP.

Frontenac provides ongoing support for employee wellness and safety. Thank you to Jennifer Murphy for her leadership in this area and especially her perseverance and research to ensure that all staff have the necessary information to keep them safe. Thank you too to the Joint Health and Safety Committee and the Labour Management Committee who have met regularly and continue to address staff issues. Procedures and Policies for Covid 19 have been implemented and are monitored as new information becomes available. Thank you to Jill Davidson, Clinical Director, and Managers, Karna Button, Dan Rekker, Melanie Brynaert, Sarah Dixon for working with their staff teams to ensure all concerns are addressed. The survey, developed by the Quality Assurance Team has been a great resource in developing our A Plan for Attending to Our Own.

Frontenac is an active community partner, and we are involved in a significant number of initiatives that we are participating in and/or leading with other agencies. We continue to be significantly involved in the Durham's Children and Youth Planning Network which gives members an opportunity to collaborate cross sectors and dialogue with representatives from various Ministries which impact services for children, youth and their families. Thank you to our many community partners who were able to give input into our Strategic Planning process as we developed our strategies to support our goals and look to the future. Working together we truly support the children, youth and their families and reduce barriers to service.

Frontenac was pleased to receive the funding from Ministry of Health regarding new funding for child and youth mental health, and the COVID 19 monies. Thank you to Ministry of Children, Community and Social Services for the funding to support unprecedented expenses. Donations have been extremely appreciated this year as we supported youth during the pandemic. Thanks to all staff members who have and continue to serve our clients, keeping the mental health system running. Thank you too to the Board members for your ongoing support of the Agency. Embedding kindness in our lives is a worthwhile goal for all of us. Thank you to each and everyone of you for being kind to each other, our clients, friends and families. You make a difference!

Lucy Weaver
President, Board of Directors

Marlene E. Pike
Executive Director

“With kindness at our core, we can enter difficult discussions and be prepared to unapologetically make difficult decisions. Not everyone will like it, but embracing kindness means you are forced to be okay with that. “Nice” lets you have candy for dinner. “Kind” brings the toothbrush.”

Tenille Bonoguore



Sustainability and Growth

The past year has continued to be one of challenge and change with the perpetuation of implications resulting from the pandemic. As Durham moved in and out of “stay at home orders” and “zone”/“steps”, the Clinical Team moved between office and home based work, while balancing virtual and in person supports. As an essential service, all counselling programs remained available in person when needed, even at the most restricted stages of the pandemic. Most notably, the community-based Youth Workers continued to provide in person support throughout the last year without disruption.

Regional trainings were provided virtually throughout the last year, as were the trainings provided in house. Due to staff turnover and the initial lockdown occurring shortly after the first training of Unified Protocol in 2019, another two day full training occurred this past winter, with the added training focus of how to adapt the material to a virtual counselling setting.

As the pandemic persisted, the agency has seen a significant increase in the referrals received through Central Intake, corresponding to increased single sessions provided through the Walk-In Clinic month over month. Given that this service has changed to operate from a scheduled versus drop in support, it was decided that the Walk-In would be rebranded as the Quick Access Clinic, continuing to provide both in person and virtual sessions for clients requesting single session therapy. Through additional Ministry of Health sustainable funding dollars, with the intent to address waitlist issues, it was agreed that two new Quick Access positions would be created. These new positions would also be back up to the crisis team, and given the more immediate nature of both crisis and single session supports, the crisis workers and quick access workers would form the Quick Access Team – providing back up to each other’s primary role. The creation of the Quick Access positions will allow for counsellors on the community and brief teams to lessen their involvement with single sessions, and support the clients’ growing waitlist for ongoing services.

A lead agency crisis working group consisting of representation from CYMH agencies in Durham, Peterborough, and York created a Crisis Intervention Guide, as well as a Crisis Assessment Elements Screener. These documents support a more enhanced orientation process for new workers, a reference tool for existing crisis staff, and supports more consistency and understanding of risk identifiers determined across service areas. Within the last year, Frontenac entered into a new contract with an after hours crisis support agency, 310 COPE, as part of the Durham Crisis Partnership. This agency was also part of the crisis working group, which gave them opportunity to learn more about the agencies it would be supporting after hours.

Despite ongoing departure of staff, and subsequent recruitment and onboarding efforts, throughout this past year, the counselling team have been successful at limiting the impact on client services. The waitlist has continued to be a shorter duration of time than the average estimated for other CYMH agencies, and we have been able to meet the needs of youth and their families (virtual or in person) with added support from our Lakeridge Community Support Services' consultants as needed for clients on the autism spectrum. Our staff have been admirable in their adaptability, inspirational in their creativity, commendable in their pursuit of professional growth, and courageous in their ability to be vulnerable as a team when needing and offering support to each other. I am grateful for the strong leadership Dan Rekker and Karna Button have provided for our teams, and have tremendous gratitude for the dedication, compassion, and determination of our clinicians.

Jill Davidson
Clinical Director



Live-In Treatment Programs

This year has been another busy one at the Frontenac Live-In Treatment (LIT) programs. As we continue to battle through the pandemic, the staff and clients have been as resilient as ever. We have said goodbye to many staff and clients as they have moved on from our program and we have also welcomed many new staff and clients into our program.

The staff have been busy engaging the clients in many different activities during the time in lockdown. The clients have explored gardening, yard games and discovering their creativity through visual arts, just to name a few. During this stationary time, the staff have explored “culture nights” with the clients and travelled across the world from right inside the program.

Frontenac’s summer school program held in July 2021 was a huge success for the youth. Many staff supported the two classrooms to ensure that the youth were successful with earning credits. This was in-person and not virtual and it was evident that the youth really benefited from this. Many of the youth returned to the LIT programs with food they had cooked and baked during cooking classes and took great pride in what they accomplished that day in class.

As always, we continue to work with and value our community partners and this year has been no different.

Through all the uncertainty and unknowns, the staff team has continued to provide superior care to the youth and dedication to the programs. Many staff have worked extra hours and continued to show up each day with a smile and ready to conquer the day. The staff have navigated changing online data systems and the continued challenges that online meetings can pose. Frontenac continues to appreciate all of the CYW’s, specifically their dedication to the youth and flexibility during these trying times.

Tara Greene
Program Supervisor
Frontenac Live-In Treatment



Jennifer Cory
Program Supervisor
Watersdown Live-In Treatment



Day Treatment

The 2020-2021 school year was one of successes and challenges that were brought on by the COVID pandemic. Our classrooms were able to manage both virtually and in person depending on the school board and the protocols at the time. The Child and Youth Workers in the programs worked well to keep clients engaged throughout the changes, and use the opportunities to develop life skills programming that assisted the youth to manage their emotions regarding the pandemic.

We began our collaboration with Lake Ridge Community Supports, allowing the opportunity for both teams of staff to work together to develop programming within the classroom for clients with ASD. As well as Lake Ridge Community Supports provided sessions with the staff to learn more about topics such as: Challenging Behaviour, Teaching Social Skills, and Motivating Behaviour in a Classroom Setting. This allowed staff the opportunity to broaden their knowledge about Applied Behaviour Analysis, and effective programming strategies that can be used within the program to increase the client's success.

We had a client graduate from our Dunbarton Day Treatment Program in June this year! They will be attending Durham College to continue their educational aspirations. We wish them continued success. We also had some clients graduate from our programs, and head back to their home school with new skills that will enhance their abilities to be successful. We wish them all the best.

Our summer school was a big success again this year! We were able to be back in person where clients were able to earn a credit in the Culinary Arts in one of the classes, as well as earn/complete credits in the other class. We were able to offer a virtual opportunity for clients who weren't able to attend in person, which was definitely beneficial.

Moving into the 2021-2022 school year we look forward to the opportunities and successes that are on the horizon.

Melanie Brynaert
Day Treatment Program Manager

FRONTENAC YOUTH SERVICES
(AUDITED) STATEMENT OF REVENUE AND EXPENDITURES
FISCAL YEAR ENDED MARCH 31, 2021

	Unrestricted	Invested in Cap- ital Assets	Total
REVENUE:			
Provincial Subsidy - MCCSS/MOH	4,631,300	-	4,631,300
MCCSS/MOH COVID-19 SUPPORT	417,402	-	417,402
DURHAM BOARD - RETURN TICKET	255,433	-	255,433
DONATIONS & FUNDRAISING	28,123	-	28,123
SUNDRY	7,082	-	7,082
	5,339,340		5,339,340
EXPENSES:			
Amortization	-	43,674	43,674
Benefits	477,765	-	477,765
Building Occupancy	242,975	-	242,975
Client Expenses	3,787	-	3,787
COVID-19 Related Expenses	262,339	-	262,339
Food Services	39,304	-	39,304
Insurance - Board of Directors	5,670	-	5,670
Medical & Related	117,725	-	117,725
Miscellaneous	22,915	-	22,915
Office Administraton	134,334	-	134,334
Outside Agency Staff Support	59,518	-	59,518
Durham Board - Return Ticket	193,055	-	193,055
Professional Services	45,321	-	45,321
Program Expenses	66,835	-	66,835
Salaries	3,212,673	-	3,212,673
Training & Recruitment	31,075	-	31,075
Travel	21,109	-	21,109
	4,936,400	43,674	4,980,074
Excess (deficiency) of revenue over expenses	402,940	-	43,674
			359,266

Frontenac Youth Services' Audited Financial Statements ending March 31, 2021 are available at:
www.frontenacyouthservices.org (click on "About" and then "Organization Info")

Board of Directors

Lucy Weaver (President)

Michael Marchen (Vice-President)

Matthew Sanders (Treasurer)

John Armstrong (Secretary)

Colleen Mariona (Director)

Oran Reiken (Director)

Linda Warren (Director)

ABOUT FRONTENAC

April 1, 2020 to March 31, 2021

828 Clients Served

76 Crisis Clients

380 Walk-In/Quick Access Clients

COLLOBARATIVE COMMUNITY COMMITTEE INVOLVEMENT

Central Intake

Community Champions (Coordinated Service Planning)

Complex Needs Collaborative Partnership (CNCP Committee)

Diversity, Equity and Inclusion Community of Practice (DEI CoP)

Durham Child, Youth and Family Hub

Durham Children and Youth Planning Network

Durham Region Child Abuse Registry Team (CART)

Live-In Treatment Admission Priority Process (LIT-APP)

Provincial EMHware Group (PEG)

The New Mentality (YSP)

Talking About Mental Illness (TAMI)

Violent Threat Risk Assessment (VTRA)