

JUNE 2020 



# Lynwood Charlton Centre

ANNUAL REPORT 

2019 TO 2020 

The Fiscal Year in Review

# OUR TEAM



## BOARD OF DIRECTORS

President	PHEROZE JEEJEBHOY	Board Member	HEATHER ELBARD
Vice President	KAREN SHAVER	Board Member	LEILA RYAN
Treasurer	BONNIE EASTERBOOK	Board Member	GHANWA AFACH
Secretary	SONIA SEGUIN	Board Member	GRAHAM BROWNE
Past President	NANCY SMITH	Board Member	RUTH PICKERING

## SENIOR LEADERSHIP

Executive Director	ALEX THOMSON
Director of Program Operations	VICKI DOWNIE
Director of System Planning	MAGGIE INRIG
Senior Manager of Community Based Services	LYNN VANDERBRUG
Clinical Director	NICOLE KARKI

## PROGRAM MANAGERS

Manager of Lynwood Hall Program	SHARI BURKE
Manager of Forest Program	COLETTE CORMAN
Manager of Flamborough Program	KEN BRILL
Manager of Charlton Hall Program	SHERI TERRY
Manager of Community Based Programs	LINDSAY HORVATH

## MANAGERS

Manager of Quality Improvement and Evaluation	CATHERINE AHERN
Manager of Human Resources	TARAH MIDDLETON
Finance Officer	FRED HANNAM



# MESSAGE FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR

## Challenging Times, Opportunities, and Stepping up:



It is with great admiration that we recognize the very challenging year 2019-20 has been for the Centre. With those challenges came opportunities and amazing fortitude shown and acted upon by the members of the organization. Thus, it is with this recognition that we have such admiration for the people connected to Lynwood Charlton Centre.

As expected, the biggest challenge was the onset of the Covid 19 pandemic late in the year, in March 2020. As was the case in many organizations across the city, across the province, and in fact, across the world; immediate adjustments were made to continue to provide vital service to children, youth and families. The management and staff of the organization, collectively, and each in their own way stepped up and took on new roles and new ways of delivering vital services and supports to our community. The changes to service delivery and new ways of working created opportunities for many hidden talents and certainly resiliency to present itself. Many of the changes will be enduring beyond the pandemic, having found opportunity for improvement in how the Centre works with children, youth and families. We are indebted to the management team and the staff for their fortitude and capacity to undertake creative adjustments to the work of the organization.

The organization was also faced with the challenge of changing leadership in 2020, with the announced retirement of the Executive Director of 40 years. The Board in its governance capacity seized the opportunity to guide the Centre through a challenging change, and during the pandemic as well. We recognize all those Board members who gave of their time to facilitate the search and successfully guide the Centre to establish new leadership for the organization. Lisa Whittaker joined the Centre during the pandemic. As a result, her work to become familiar with the many aspects of the organization, and huge undertaking under normal circumstances, was impacted by the distance the restrictions that have been imposed. Despite that, Lisa has created very smooth transition and the Centre is well positioned to meet its obligations and challenges into the future.

The strength of an organization is truly found when the organization is challenged, see those as opportunities for improvement, and when the people, staff and Board members, step up and manage those very challenging times.

**Board President**  
Pheroze Jeejeebhoy



**Executive Director**  
Alex Thomson

# Program Highlights

## YourSpace

With the support of a grant from the Centre of Excellence for Child and Youth Mental Health and the support of community partners, LCC has launched a website: <https://yourspacehamilton.ca/>

YourSpace is a place for youth and families looking for mental health information and supports in Hamilton, and consists of live online sessions for youth, for families, and archived psycho-educational videos.

As an online resource, YourSpace was well-positioned to support youth, families and providers during the pandemic. We partnered with community providers to provide sessions and created pages on COVID-19 and Back to School Transitions. We also launched social media accounts for YourSpace to better connect with youth and families in the community.

## Staff Training

We have been fortunate this year to have lots of opportunity for staff training! Training helps us ensure we provide the best service possible service to the children, youth and families we work with. These are some of the training sessions various staff have been able to participate in this past year:

- Circle of Security
- Emotion Focused Family Therapy (EFFT)
- Tools for Life
- Acceptance and Commitment Therapy (ACT)
- Unified Protocol
- San'yas Indigenous Cultural Safety Training



# Program Highlights

## Intensive Child and Family Services (ICFS) - Pilot

We were privileged this year to have been awarded funding to support a time limited ICFS project. This project used a brief model of service delivery and included a validation group component for parents. The success of this initiative led to the planning of a Validation Group/Webinar, which will be made available to all families who access services at LCC.

## In Progress... Re-naming our Programs

We are in the process of renaming our programs to better reflect our organization's vision. Our aim is to be an agency where Hamilton's children, youth and families feel supported throughout their journey towards mental well-being. We want our new program names to be inclusive, inspiring and meaningful. With the collective help of our staff and community, including youth and families, in the coming months we will select new names to represent our agency and the families we serve.



# Lead Agency Highlights

This year brought opportunities for clinical community wide training initiatives. For the first time we had the opportunity to create a training calendar for the year, a collaborative task completed by McMaster Children's Hospital, Lynwood Charlton Centre, Child & Adolescent Services, Contact Hamilton and Thrive Child & Youth Trauma Services. We look forward to planning more training in the future and continuing to support the growth of clinicians across the region.

## 2019-2020 Training initiatives focused on:

- Emotion-Focused Family Therapy
- Unified Protocol training
- a trans-diagnostic approach to delivering CBT
- Trauma Informed Care- Organization Frameworks
- TIC for Support Staff

Trainings were well received by participants! Thank you to everyone who participated. We would also like to thank MCH for organizing many of the trainings. As a community we are continuing the planning and implementation around EFFT and Unified Protocol, to support clinicians in practice. Similarly, we will continue to expand our use of trauma informed care organization frameworks, and expand training with the next available opportunity.



# Lead Agency Highlights

## Improving Access Processes

Another Lead Agency highlight of this year was LCC's work with community partners through a collaborative process to develop a new triage and prioritization tool, called the "Common Tool for Intake". This new tool will help access processes in Hamilton become more:

- transparent
- consistent
- effective
- efficient
- equitable

Using a standard form supports the agencies in service system in taking a community approach to access so that the right services are offered to children and youth based on their strengths, needs and preferences.

Many thanks to the Agencies who supported this work, including: McMaster Children's Hospital, Child & Adolescent Services, Good Shepherd, Thrive Child & Youth Trauma Services, and Contact Hamilton.



# Lead Agency Highlights



## Building Capacity for Youth and Family Engagement

It's been a busy year for Youth Engagement and Family Engagement Leads, along with their co-development teams! A few highlights are that we...

- created our first co-developed communication recommendations toolkit to help providers communicate well with youth and families.
- supported Hamilton as a pilot site for implementing the Provincial Youth & Family Engagement Quality Standards developed in partnership with the Centre of Excellence
- hosted co-development opportunities for providers, specifically on:
  - engaging youth and families in planning decision-making, and evaluation
  - rethinking communication with youth and families.

Click this link to learn more about Youth & Family Engagement:

<http://www.lynwoodcharlton.ca/lcc-as-lead-agency/youth-and-family-engagement/>



# Our Year in Numbers

## NUMBERS OF...

Children and Youth served	312
Waiting for service (at end of March 2020)	131

## PERCENT OF CHILDREN/YOUTH...

with goals met or mostly met	71%
displaying positive outcomes	66%
reporting experiencing positive change	87%
reporting positive experiences with the service	99%

The Year  
in  
Numbers

The staff were amazing to deal with and treated my child with care and respect. I felt included in all decisions and planning.  
- parent



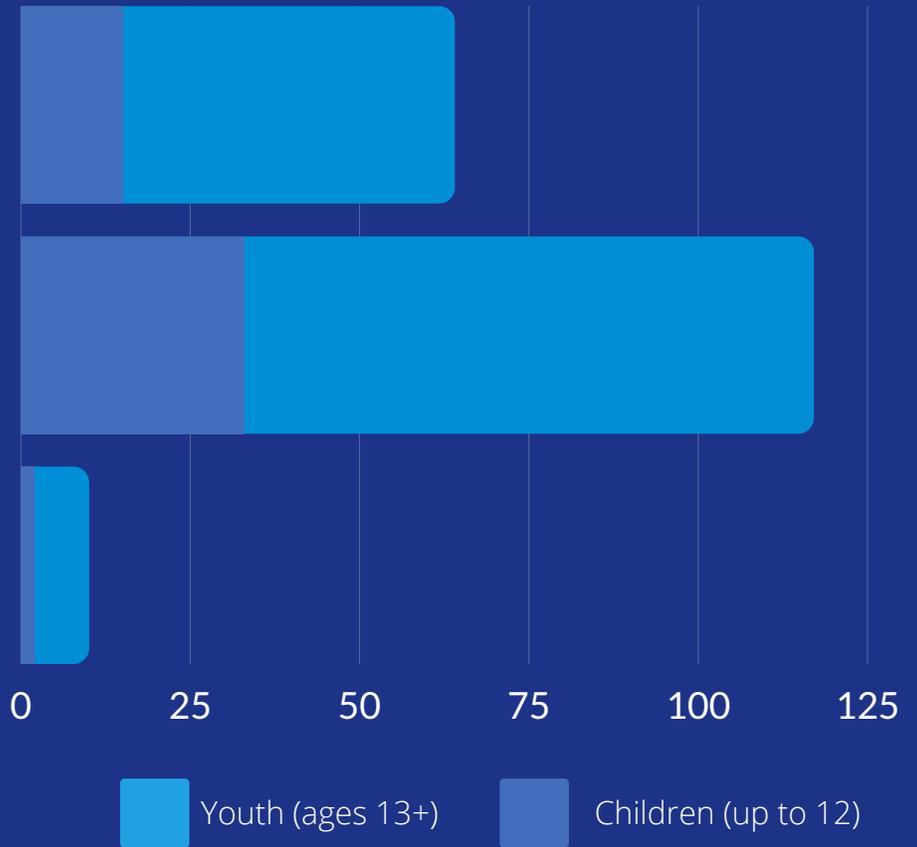
# Our Year in Numbers

Who were  
we  
serving?

Female - identified

Male - identified

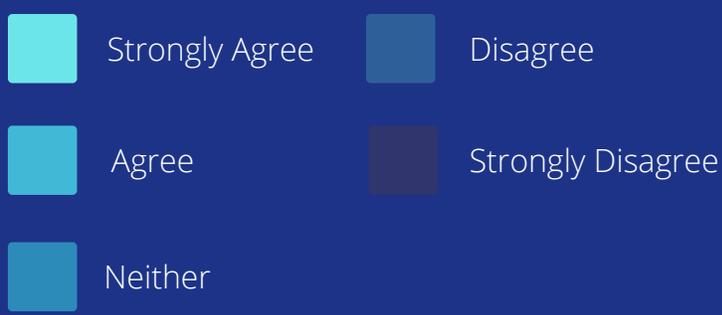
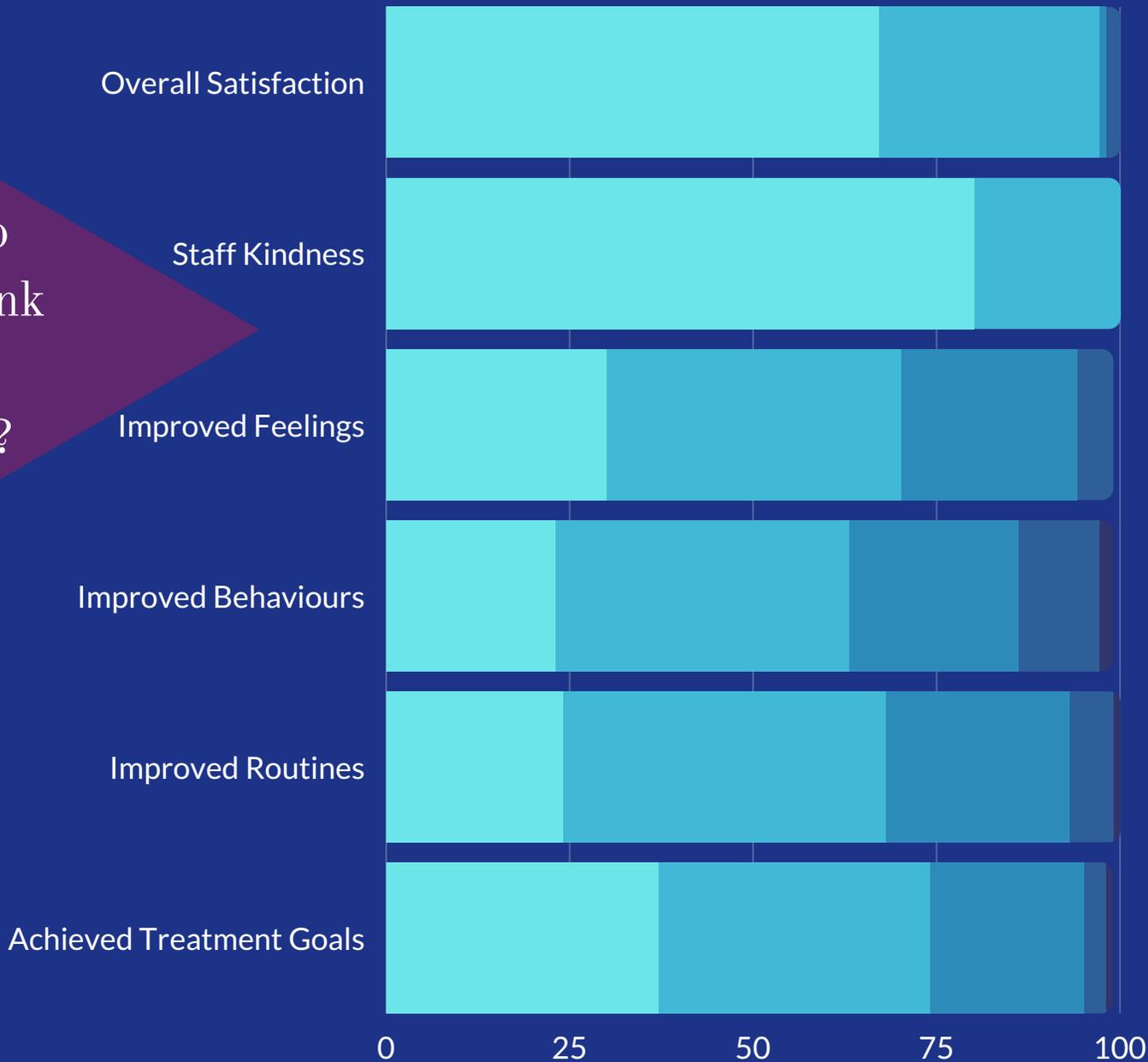
Non-Binary/ Trans



The staff were really  
kind and helpful to me.  
- youth

# Our Year in Numbers

What do people think of our services?



# Guarding Minds at Work Project Update

This project, developed by the Centre for Applied Research in Mental Health and Addiction (CARMHA), is a tool developed to assess and provide intervention strategies related to 13 psychosocial factors that contribute to psychological health and safety in the workplace

## Phase 1 - Guarding Minds at Work - Complete

- 51 employees participated in the survey
- Staff Wellness Committee met to discuss goal areas from survey results
- Research commenced to tailor Guarding Minds at Work recommended organizational change projects to 6 goal areas and LCC organizational needs
- Employee values and SWC - Staff Tenure Awards project were created ✓
- Sanctuary Committee initiate 7 commitments campaign

Guarding Minds at Work and Sanctuary Model projects are connected through cross representation of committee membership. Future initiatives will be coordinated where relevant

### Sanctuary Model Impact:

- Redefinition of what safety means in the community
- Better emotional management in clients and staff
- Diversity representation
- More democratic environment at all levels
- Increased ability to deal with issues of loss and change

## Phase 2 - Guarding Minds at Work - Next Steps



- Survey re-released in 2019 and resulted in 10% more employee participation
- Results indicate 0/13 domains reported as a significant area of concern - improvement from last survey where there was 1 factor as a significant concern
- All but 1 domain saw improvement from last survey. The only area where it dipped by 0.1 point (0.5%) pertained to employee compensation
- Phase 2 Action plan to be developed based on results



# 2019-2020 AGM Award Recipients

## **30 Years**

### **Julie Watts**

Julie, Congratulations on your 30 years of Service in the Intensive Out of Home Program. Throughout those years you have been a mentor and a support to so many staff and students that have crossed your path. You have been a committed and enthusiastic trainer for the agency (and in other agencies) for many years. The passion and dedication through your work with children and families at LCC have not been unnoticed. Thank you for all your hard work.

## **20 Years**

### **Courtney Hosker**

Courtney is celebrating 20 years of dedicated service to children, youth and families. Courtney is a skilled and compassionate Child and Youth Worker with many years of experience in the Charlton Hall program. Courtney maintains a friendly and kind approach when working with the youth and her colleagues. It is a pleasure having Courtney on our team!

# 2019-2020 AGM Award Recipients

## **20 Years**

### **Scott Shewfelt**

Scott began his employment at the Flamborough Site in April of 2000 and he continues to be a positive contributing member of the Flamborough team. He arrives for each shift with a positive attitude and shares his caring nature with the youth and staff members. Through the years, youth have viewed Scott as a father figure and Scott is always willing to give the youth opportunities to be involved in recreation within the community. He always makes the extra effort to make students and new staff members feel welcome and Scott will go the extra mile to share his knowledge and expertise. I have personally experienced this as I clearly remember how warmly Scott welcomed me. He is always willing to assist with pressing issues such as scheduling challenges. Scott continues to promote personal wellness and is happy to discuss his passion for golf with people (and fabricate his golf scores). Thank you Scott for all your hard work!

## **20 Years**

### **Carrie Macartney**

Carrie has genuine empathy for the kids and families she works with. Her desire to help others is earnest and her ability to authentically connect with people in a straightforward manner affords them a safe space to tackle the hard work ahead. Carrie has a knack for delivering hard to hear messages in the most supportive way; a true gift that has helped many kids and families to reach their goals. Thanks for 20 years!

# 2019-2020 AGM Award Recipients

## **20 Years**

### **Lynne Barclay**

Lynne has been involved with the Flamborough site since before it was a program affiliated with Lynwood Charlton Centre. Her initial involvement dates back to the early 1990's when she approached a manager on site when an out of home building was under construction. Lynne takes great pride in her job and doing it well. She greets everyone she sees with her warm, caring, and friendly nature. Lynne's experience and knowledge of the building are invaluable and she always knows where something is in the building when asked. Lynne's organization skills are exemplary and she is always willing to go the extra mile by staying late or coming in during off time to get the job done. Thank you Lynne for all your hard work!

## **20 Years**

### **Fran Charron**

Fran has been involved with the Flamborough site since before it was a program affiliated with Lynwood Charlton Centre. She has been involved in the Child and Youth Worker field since 1972 giving her almost 50 years of direct care experience. Fran takes great pride in utilizing this experience in addition to her skills to provide excellent care for youth. She also has an integral role of sharing her knowledge and experience to contribute to the development of other staff members. Fran's caring and compassionate nature is evident in everything that she does and her sense of humour is greatly appreciated. Thank you Fran for all your hard work!



# 2019-2020 AGM Award Recipients

## **20 Years**

### **Lindsay Horvath**

Lindsay is celebrating 20 years of dedicated service to children, youth and families. Lindsay began her career at Lynwood Charlton Centre in April 2000 as a prime worker at the Flamborough Program and has held several roles at the agency over the years. As Manager of Community Based Programs Lindsay is a well-respected leader within her team, who encourages high standards and demonstrates integrity and sensitively in her work with others. Lindsay has strong collaborative working relationships with community partners and has actively engaged in the development of new program models. Lindsay is passionate about helping to contribute to the development of a sustainable children's mental health system. Congratulations Lindsay and thank you for your many contributions to the agency over the past 20 years!

## **15 Years**

### **Curtis Dubreuil**

Curtis began his employment at the Flamborough Site in 2005. He had some difficulty finding the Flamborough site and ended up going to Brantford for his orientation shift. However, since this time, he has been a fixture at Flamborough and a contributing member of the team. Curtis almost immediately assumed the role of day treatment child and youth worker and continues to be a vital member of our school team. He also enjoys implementing summer program activities and has many stories to share from trips to Canada's Wonderland.

Curtis brings a positive attitude to work each day and effectively utilizes humour as a tool with youth and staff members. He is viewed as an extremely reliable staff member to work with and goes above and beyond to assist as needed.

Thank you Curtis for all your hard work!



# 2019-2020 AGM Award Recipients

## **10 Years**

### **Cathie Forbes**

In sincere appreciation for 10 years of dedicated service. Cathie began her journey at LCC in the Upper Paradise and day treatment programs before joining the Forest family as a full time team member. Cathie has taken an active role in the LCC community with ongoing participation in the Forest health & safety and social committees. Cathie is a very positive team member who often reminds others of the value of the work. Cathie is always recognizing her peers for a job well done so now it is our turn to thank Cathie for always having our back, for seeing the good in the work we do, for making each shift fun, and for reminding us all that we are young at heart. Congratulations Cathie on 10 years of service.

## **10 Years**

### **Laura-Lee Woodfine**

Laura Lee is a skilled and compassionate Child and Youth Worker with many years of experience working both in the Intensive Out of Home Program and her current position at the Compass Secondary School Program. Laura -Lee's engaging and friendly approach has served many families well over the years through development of strong therapeutic alliances. Laura-Lee brings energy and enthusiasm to her work. Laura-Lee has made many valuable contributions in both the development and implementation of the various programs she has been involved with and we look forward to her return following her maternity leave. Congratulations Laura-Lee and thank you for your many contributions to the agency over the past 10 years!



# 2019-2020 AGM Award Recipients

## **10 Years**

### **Apryll MacAulay**

Apryll has assumed many roles since she began her employment at the Flamborough Site ten years ago. She has experience in the role of nights worker, out of home staff, classroom staff, and team leader. Since the beginning of her employment, Apryll has brought forward a passion for youth work that is noticeable to all. She has displayed a high level of commitment to the youth at Flamborough and to program development. As a case manager, Apryll is skilled as a youth advocate and works with the youth to develop strength based programs that will be of their benefit.

Apryll's skillset in terms of organization and preparation has allowed her to be an asset when engaged in necessary processes such as licensing. Thank you Apryll for all your hard work!

## **10 Years**

### **Sue Kendall**

Sue is celebrating 10 years of dedicated service with LCC. Sue is a highly skilled CYCP with over 20 years' experience working with children, youth and families. As team leader in the Charlton Hall program, Sue has developed an effective working style that invites openness while continuing to guide the team to further growth. Sue is invested and passionate about the program, the work, and focusing on youth's strengths. Sue maintains a friendly, caring and engaging approach, bringing her best each day. It is a pleasure having Sue on our team!



# 2019-2020 AGM Award Recipients

## **10 Years**

### **Alicia Newman**

Alicia has faith in people. No matter how challenging a client's situation might appear, she believes in them, and therefore, they dare to believe in themselves. Alicia does not employ a cookie cutter approach to her work. She pays attention to individual differences and tailors her approach, which has helped countless children and families to achieve success. Congratulations on 10 years of service.

## **5 Years**

### **Deanna Doherty**

Deanna has made many positive contributions to the Flamborough team in her five years here. She began her time at Flamborough as a CYC student and successfully transitioned into employment. Deanna is an extremely genuine person and always brings her excellent sense of humour to the workplace. She has also displayed the ability to be incredibly resilient when working with challenging youth and family members. Deanna takes pride in working well with people and developing positive relationships with youth. Her reliability and ability to maintain a calm demeanour during crisis are true assets. Thank you Deanna for all your hard work!

## **5 Years**

### **Suzanne Rozon**

In sincere appreciation for 5 years of dedicated service. Suzy started work at Forest as a weekend cook during a time when the program struggled to find consistency in the kitchen. Suzy has proven a commitment to the program and a genuine compassion for the youth. She always brings a smile to her work and is often going above and beyond to meet program need. Suzy is like the house "grandmother", always bringing in fun, seasonal trinkets for the youth to wear or play with. Suzy is a champion baker and her goodies are enjoyed by all. Congratulations Suzy on 5 years of service.



# 2019-2020 AGM Award Recipients

## **5 Years**

### **Neil Wilkieson**

In sincere appreciation for 5 years of dedicated service. Neil has shown an incredible dedication to the program and has proven that he is a master of all trades. He has the ability to find humour in everything and is often chuckling away at the sometimes unexpected tasks in front of him for the day. He works extremely hard to ensure that the building is safe, clean, and ready for use. It is impossible to list all of the tasks that Neil does on a regular basis but it is important to highlight that he is an essential component of the Forest Program. Congratulations Neil on 5 years of service.

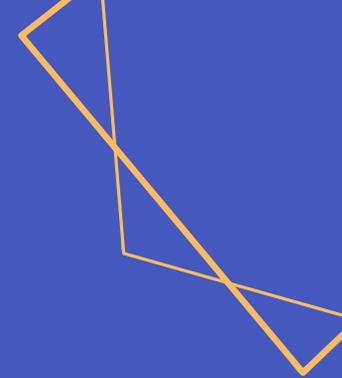
## **5 Years**

### **Jennifer Dwyer**

In sincere appreciation for 5 years of dedicated service. Jennifer started in a relief capacity and quickly moved to a Full Time Nights role at the Forest Program. Jennifer immediately and consistently proved her value among the team and she is well respected by everyone. She has an active role in the social committee and is always seeking out tasks to support program need. Jennifer's kindness, thoughtfulness, and compassion for her team members provides such a positive boost for staff morale. She demonstrates a well-rounded approach to all situations and her creativity and attention to detail are appreciated by staff and youth alike. Congratulations Jennifer on 5 years of service.

# 2019/2020

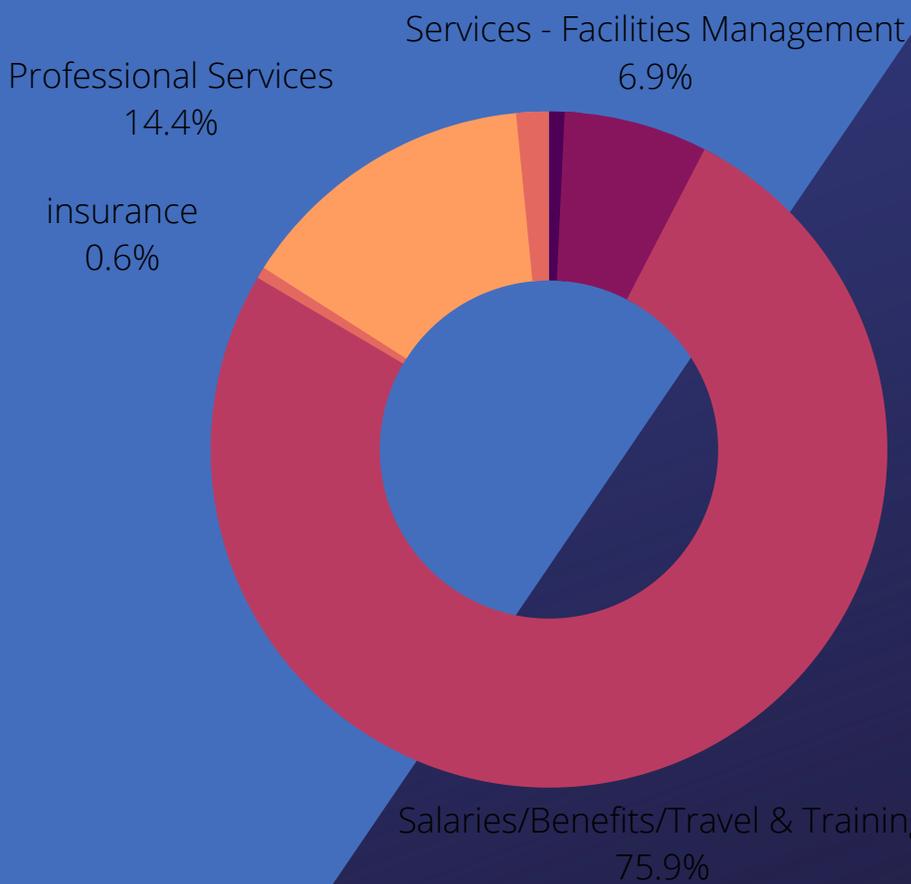
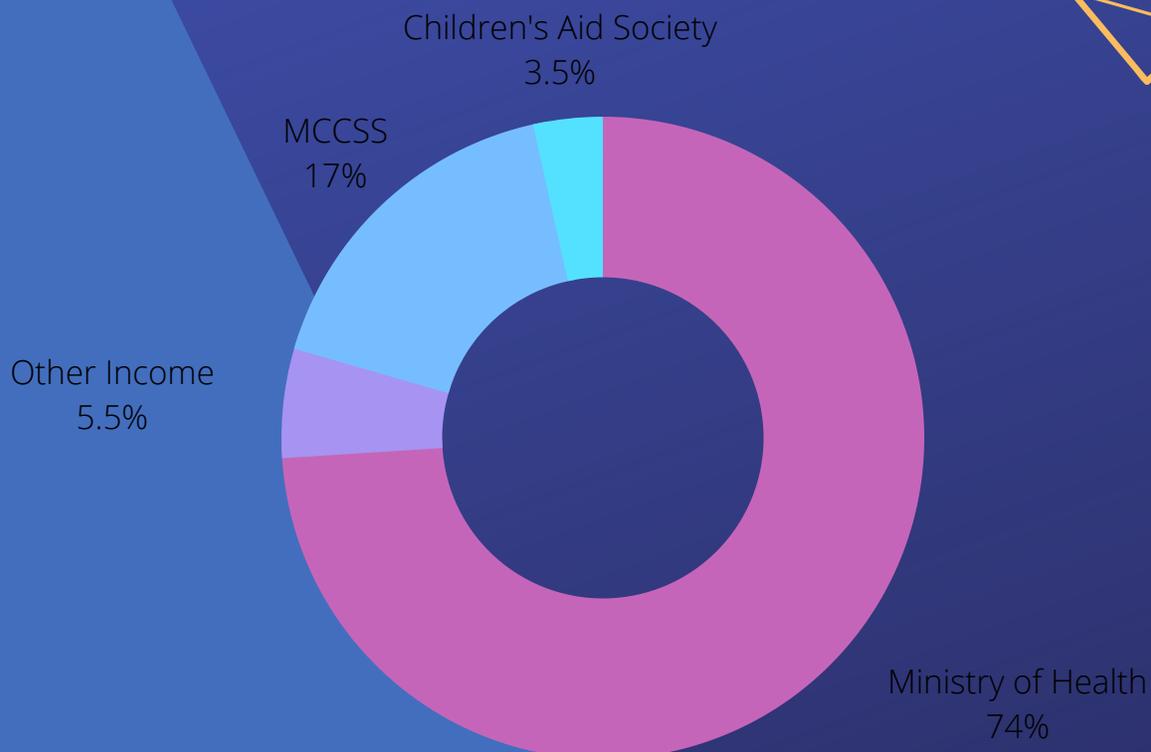
## Financial Statements



<b>Revenue</b>	<b>2019/20</b>	<b>2018/19</b>
Ministry of Health	6,517,047	0
Ministry of Children, Community and Soci	1,500,390	7,950,768
Children's Aid Societies (CAS)	307,440	303,960
Lynwood Hall Foundation Grant	0	0
Other Income	483,330	457,899
<b>Total Revenue</b>	<b>8,808,207</b>	<b>8,712,627</b>
<b>Expenses</b>		
Salaries/Benefits/Travel & Training	6,665,730	6,276,893
Services - Facilities Management	603,450	841,365
Communication/Promotion	64,927	63,289
Insurance	48,636	46,288
Professional Services	1,265,835	1,307,720
Supplies & Other Expenses	136,668	144,432
<b>Total Revenue</b>	<b>8,785,255</b>	<b>8,679,987</b>

# 2019/2020 Fiscal Year Revenue and Expenses

## 2019/2020 Revenue



## 2019/2020 Expenses

# Thank You



Lynwood Charlton Centre leadership  
would like to extend special thanks to:

- Children, youth and families
- Staff
- Community Partners
- Board of Directors
- Ministry of Children and Youth Services
- Ministry of Health

