

SEPT 2021 



# Lynwood Charlton Centre

ANNUAL REPORT 

2020 TO 2021 

The Fiscal Year in Review

# LEADERSHIP TEAM



## BOARD OF DIRECTORS

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

## SENIOR LEADERSHIP

Executive Director	LISA WHITTAKER
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	APRYLL MACAULAY
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



**Board President**  
Pheroze Jeejeebhoy

The last year has been one like no other. As an agency we have experienced a number of changes and took head on a number of challenges. Much of the year has been marked by COVID-19 and the changes and uncertainty that has surrounded this. When we first started hearing of COVID -19 I don't think anyone would have thought at this point in time we would still be dealing with these circumstances. We know that this has had an impact across all areas of society and that it has been felt and experienced by staff and Lynwood Charlton Centre (LCC). The Board and Leadership of LCC have all seen that throughout the last year staff of the agency have risen to meet all the challenges and have shown incredible strength, resilience, passion, kindness, and compassion. Many staff adapted to working in a virtual environment, others adapted to dealing with increased cleaning, distancing and PPE protocols.



**Executive Director**  
Lisa Whittaker

Despite the pandemic, staff at the agency have continued to provide quality service for 273 clients within 403 episodes of care across the various programs. We have seen daily acts of service and kindness happening for the various youth and children in our care. Our classrooms continued at times when schools were shut and staff helped children learn and grow despite exceptional circumstances. Many community services having gone virtual continued to improve their comfort and use of technology to provide the same quality of service to children and youth. Our lead team continued with critical aspects of community planning despite the community being apart and largely on monitors. LCC staff have been critical leading the way both inside the organization and in the community to improve care and access for children against this challenging backdrop.



# MESSAGE FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR - CONTINUED

One of the positive things coming out of COVID is that it has shone a spotlight on Mental Health Services, especially those for children and youth. Governments, communities and individuals have seen the need and it has opened many doors to discuss the critical importance of the work that is done by all the LCC staff, students and volunteers. As we move into the next fiscal year we hope to look past the pandemic and to meeting the increasing needs we are seeing and continuing to expect for those families dealing with mental health challenges. As we develop our strategic plan we look to bring forward the strengths we have seen in this time and look to the future of where LCC can go in this changing landscape.

These last few years of the pandemic have also been ones of transition for many people. The Board has seen its fair share of change. Firstly, with Lisa taking the reins we knew that she had a challenge picking up and building on where Alex left off. The pandemic obviously greatly complicated Lisa's job. However, Lisa's professionalism, along with that of the senior management team, has given the Board great confidence that LCC will emerge stronger and better able to serve its community. These years of transition have also affected the composition of the Board, which will be rebuilding with great talent in the coming year.

Looking back it is exciting to see how well LCC has been managed through the pandemic and a lot of change. Looking forward, the Board is very excited to bring on new talent to formulate policy that will launch LCC forward, stronger and better than ever.





# Agency Highlights

## Quest Program Grant

We successfully applied for a grant from the Centre of Excellence for Child and Youth Mental Health from their inaugural Quest program, that we launched in early 2020. The goal of this program was to support agencies' ongoing efforts to provide care that is positive, timely and accessible, by introducing the Lean Six Sigma approach to Quality Improvement (QI). In addition to providing training, the Centre also provided a coach to walk us through a QI project using data and a variety of Lean Six Sigma tools. The outcome of the project we chose to undertake is that our GPS-School and Home programs access processes are more equitable, consistent, effective and efficient. Also, a number of staff from a wide range of programs were also able to receive their LSS White Belts.

## Equity, Diversity and Inclusion

We recognize that Equity, Diversity and Inclusion is an ongoing journey that we continue to work towards. This year, a number of additional staff received their Certificates in Indigenous Cultural Safety as we work towards all staff having this training. Our leadership participated in a 3 half-day workshops on recruiting and retaining diverse staff, presented by the Peel Diversity Roundtable. Our staff committee has been working towards a Certificate in Becoming Anti-Racist, which has a focus on healthcare.



## MS 365 Implementation

We have been fortunate this year to have been able to transition to Microsoft 365 (Healthcare version). This has allowed us to better communicate and organize in the challenging context of the pandemic. We are excited to be learning all of the capabilities of this powerful computing system, including Teams! This feature greatly facilitated remote collaboration, by supporting video conferencing, chatting and cooperative file editing.

# Program Highlights - Part 1

## Pandemic Response

As the Pandemic became a reality in 2020, all programs had to quickly pivot to provide service in new and different ways. This included redeploying some staff from Community Based programs to Intensive Out of Home programs to ensure adequate staffing capacity in the on-site programs. The Charlton Hall Intensive Out of Home program operated at the Upper Paradise location from April-September 2020 so that we had capacity to provide a quarantine location for children and youth at the Augusta site, should this be necessary. We recognize and appreciate the flexibility and adjustment that was required of staff to work in different programs and different locations.

All the staff in the programs that continued to operate on-site worked extra hard to implement new safety measures and Infection Prevention and Control protocols.

## Intensive Out of Home Programs

- Continued to operate at reduced capacity – staff worked with families to identify those that were able to shift to being supported at home
- Adjusted and adapted programs to include virtual meetings with families, and to respond to restrictions in being able to access the community



## Program Highlights - Part 2



### Forest Program

- Continued to provide respite to a number of families, allowing for much needed respite for youth with complex needs

### Day Treatment Programs

- Continued to operate (virtually, for a period in the spring of 2020) after quickly making some adjustments to the classroom environments (by reducing the amount of equipment and items, to allow for spacing)
- Switched to running Multi-Family Therapy groups and program celebrations virtually

### Community Based Programs

- Evolved from supporting children, youth and families via phone support to virtual support. This required developing a new skill set and being trained in a new therapeutic program.
- Skills for Psychological Recovery was offered as an 8 week virtual program to families, to support them in moving forward with their lives given the stress and impact of the pandemic.
- We continue to adapt and adjust to new ways of connecting and communicating with families and colleagues.

### LCC/ASCY Partnership Program

- Continued to operate, supporting Centers with virtual coaching and mentoring
- Provided virtual in-service trainings and book clubs



# Lead Agency Highlights



## Supporting the COVID-19 Response

In 2020/2021, the Lead Agency Team refocused our efforts in response to the pandemic. We were able to support the Hamilton Service Area Core Service Providers respond to the COVID-19 context in a variety of ways.

For example, we coordinated and administered a large one-time funding opportunity provided by the provincial Government to help respond to the pandemic, including providing supports for both clients and staff. In particular we funded and organized tutoring, technology and other resources for families and offered online staff wellness sessions to help prevent burnout.

All of our new and ongoing work was affected by the pandemic, which required a rapid shift to virtual community processes and adapting to the new reality of higher volumes, staffing challenges and new ways of providing care.

## New Funding Allocation Recommendation

In July of 2020 we undertook a community planning process to formulate recommendations to the Ministry of Health to allocate a funding opportunity of new ongoing services. We supported the development and funding of the new “YouThrive” program which serves Black, Racialized and Indigenous children, youth and their families struggling with mental health challenges. This is a collaborative program with staff working together from St. Joseph’s Healthcare, Thrive Child and Youth Trauma Services and the Hamilton Regional Indian Centre. We also supported the creation of a peer support position at Good Shepherd and a Family Skill Building and Support position at Lynwood Charlton Centre.



# Lead Agency Highlights - Continued



## Advancing Equity

Advancing equity, diversity and inclusion continues to be a priority throughout the 2020/2021 year. We participated the development of a community-wide statement in response to the murder of George Floyd that was developed by the Child and Youth Service Sector Committee. We continue to play a leadership role in the Equity Work Group, which serves to support the Committee in their equity journey. We provided administrative support and content direction in the provision of workshops for leadership on recruiting and retaining diverse staff.

## Ontario Health Team Participation

We have continued to be highly involved in leading the Child and Youth Secretariat of the developing Ontario Health Team.



# Lead Agency Data Journey

The Lead Agency has a multi-pronged approach to advancing data quality and using data to inform planning. In the 202/2021 year, we worked closely with Contact Hamilton to support the implementation of the new Common Tool for Intake. We also worked with our Client Information System vendor to develop custom reports based on the new tool that will yield new robust data about the children and youth in our system such as their strengths and needs.

We also continue to explore the use of the Offord Centre's screening tool, the Mental Health Questionnaire for Children and Youth as a scientific, reliable and easy way to understand the strengths and needs of children and youth seeking service. We have supported the implementation of this tool in settings where it makes the most sense, such as short term and less intensive services, including Lynwood Charlton Centre's GPS Home, GPS School and Charlton Hall programs, and Child and Adolescent Services.

Some pre-pandemic work also continued to advance the data journey of the Core Service Providers. We continued to support the ongoing work towards implementing the provincial-wide system for data collection, known as the "Business Intelligence Solution". This system requires that Data Sharing Agreements between Lynwood Charlton Centre as Lead Agency and the Core Service Providers are signed so that high quality data can be shared and combined at local and provincial levels to inform system planning. We also participate in provincial work groups to advance our continued commitment to improving data quality.





# Lead Agency

## Improving Access

The landscape for access to children's mental health services in Hamilton changed rapidly as a result of the pandemic. We adapted to these changes by tracking volumes, coordinating responses and supporting agencies' transitions to online services.

We supported the development of a low-barrier access program for children, youth and their families with mental health challenges involved in the housing services sector. We coordinated and evaluated a new partnership program provided by Child and Adolescent Services, the Hamilton Family Health Team and Good Shepherd.

Lead staff continued to provide youth and family engagement education and assistance across our community working with partners on projects that would improve access, improve quality and provide a voice for the clients served.

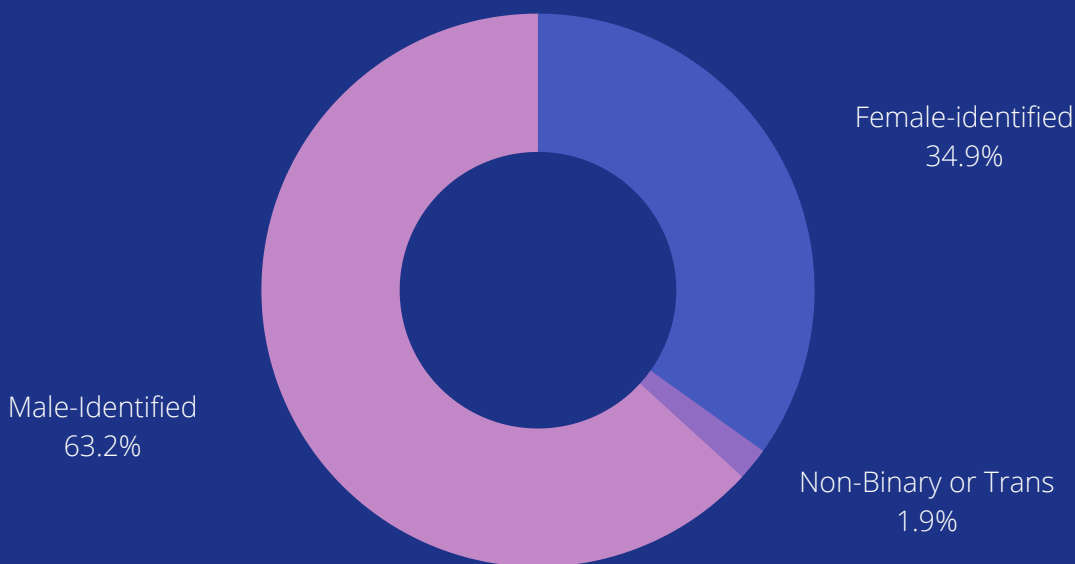
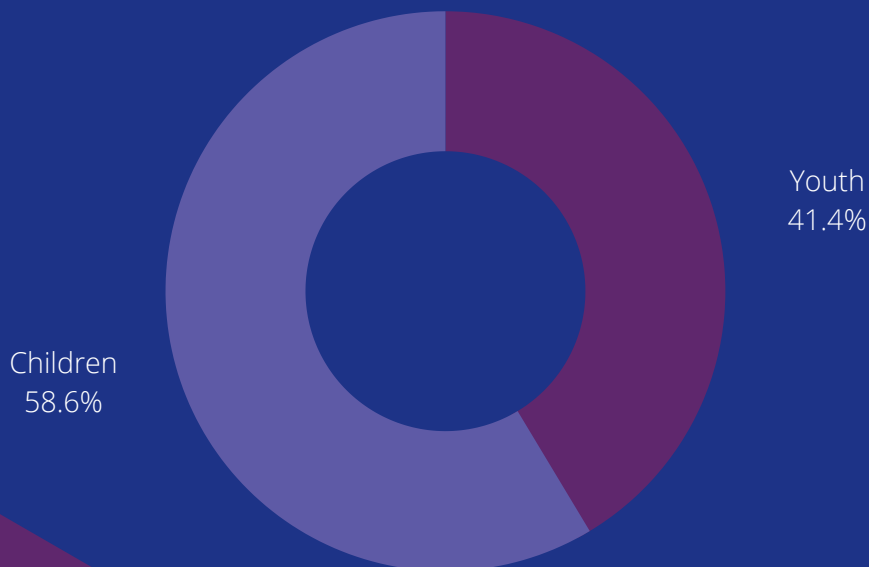


# Our Year in Numbers



## NUMBERS OF...

children and youth who received or are receiving service	273
children and youth waiting for service (at end of March 2021)	192
discharges from a program (episodes of service)	402



# Our Quality Journey

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

"We appreciate the service and the talking about things that are hard to talk about."

-Caregiver

## PERCENT OF CHILDREN/YOUTH...

with goals met or mostly met	62%
displaying positive outcomes	55%
reporting experiencing positive change	98%
reporting positive experiences with the service	99%

“Exceptionally professional staff who are dedicated to responsibility meeting the mental health needs of the children served.

-Community Partner”





# 2020-2021 Award Recipients

## **40 Years**

April Cowie

## **25 Years**

Patricia Innes

## **15 Years**

Gina Cook  
Kim Campanella  
Amanda Fry-Smith  
Amanda Gardner  
Ashleigh Smith

## **5 Years**

Catherine Ahern  
Alicia Castonguay  
Rachel Clermont  
Jodi Ellah  
Megan Etherington  
Sherry-Lee Kitson  
Erin Long  
Michael Milan  
Anna Wotjecki

## **30 Years**

Lynn Vanderbrug

## **20 Years**

Sue Tesluk  
Ann Smith  
Penny Enos

## **10 Years**

Nikkie Goritsas  
Sue Kereliuk  
Andrew McGuigan  
Kortnie Spittles

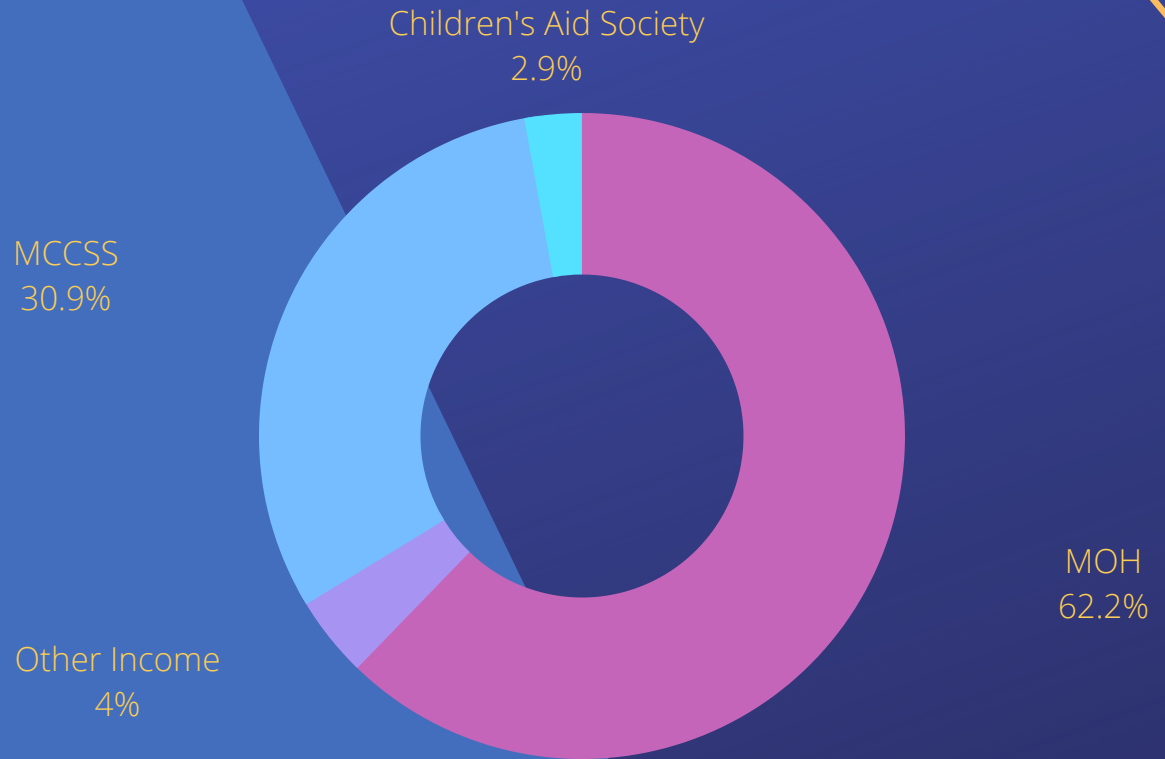
# 2020/2021

## Financial Statements

Revenue	2020/2021	2019/2020
Ministry of Health	6,674,302	6,517,047
Ministry of Children, Community and Social Services	3,301,838	1,500,390
Children's Aid Societies (CAS)	306,600	307,440
Lynwood Hall Foundation Grant	0	0
Other Income	432,555	483,330
<b>Total Revenue</b>	<b>10,715,295</b>	<b>8,808,207</b>
<b>Expenses</b>		
Salaries/Benefits/Travel & Training	6,855,019	6,665,739
Services - Facilities Management	699,274	603,450
Communication/Promotion	64,050	64,297
Insurance	57,445	48,636
Professional Services	2,696,080	1,265,835
Supplies & Other Expenses	215,685	136,668
<b>Total Revenue</b>	<b>10,587,553</b>	<b>8,785,225</b>
<b>Surplus/(Deficit)</b>	<b>127,742</b>	<b>22,952</b>

# 2020/2021 Revenue and Expenses

## 2020/2021 Revenue

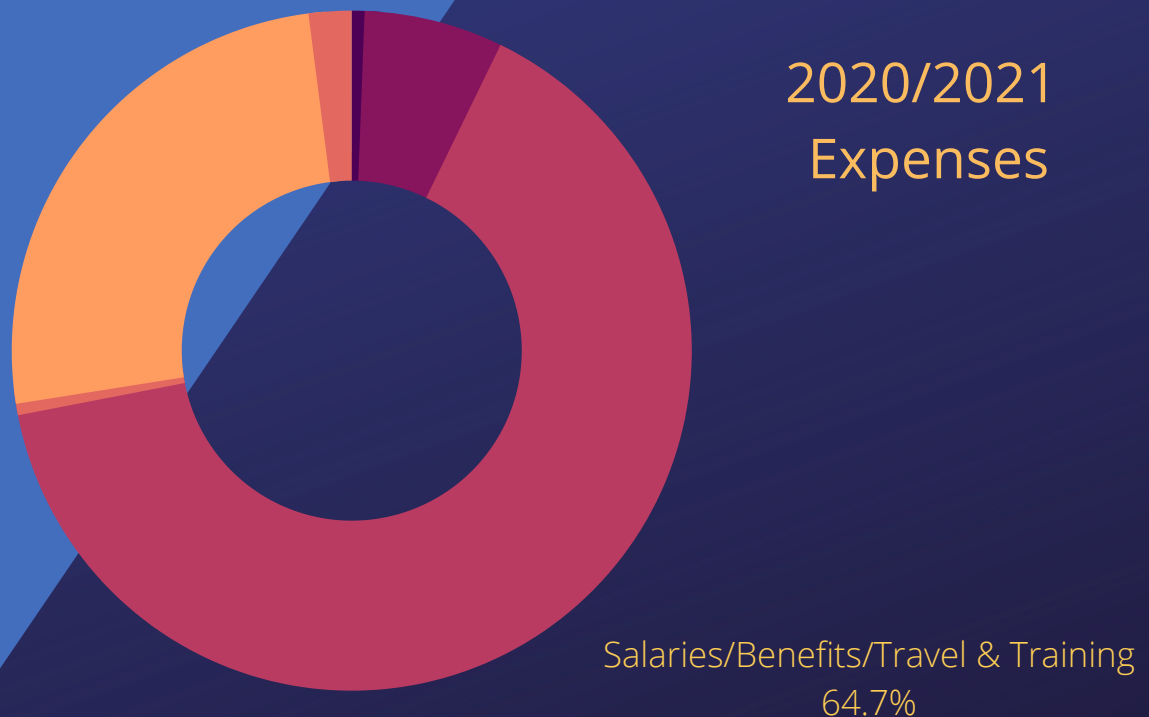


Professional Services  
25.5%

Insurance  
0.5%

Services - Facilities Management  
6.6%

## 2020/2021 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