



Lynwood Charlton Centre

ANNUAL REPORT

2021 TO 2022

September 19th 2022

LEADERSHIP TEAM



BOARD OF DIRECTORS

President	PHEROZE JEEJEEBHOY	Board Member	LEILA RYAN
Vice President	VACANT	Board Member	RUTH PICKERING
Treasurer	KIM LAUSH	Board Member	DAN BANKO
Secretary	GHANWA AFACH		

ADMINISTRATION

Executive Director	LISA WHITTAKER
Director of Program Operations (IOHP & CSN)	VICKI DOWNIE
Director of System Planning	STEPHANIE TAYLOR
Director of Community Based Services	LYNN VANDERBRUG
Interim Director of Business Operations	NINA POWER
Clinical Director	NICOLE KARKI
Manager of Quality Improvement	CATHERINE AHERN

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



MESSAGE FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR



Board President
Pheroze Jeejeebhoy



Executive Director
Lisa Whittaker

Over two years ago COVID-19 changed so many things about our work and sector. In a very short period of time the agency moved to a virtual service model, employed protocols in congregate settings to keep kids safe and moved to a new reality where teams, programs and sites were “bubbled” and disconnected. COVID-19 presented new challenges that no one would have predicted. Last year at this time we had hoped COVID-19 would have become a thing of the past. On top of dealing with a pandemic, our sector, as well as many other sectors, started to experience unprecedented human resource challenges. You only have to drive down a major street to see help wanted signs. Yet despite all this, Lynwood Charlton Centre continued to provide services to 229 children and youth and their families, many of these children and youth demonstrating more acute presentations than we had seen in the past.

MESSAGE FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR - CONTINUED

Our ability to provide these services over the last year is down to one thing, the incredible hard work, dedication and commitment of the Lynwood Charlton Centre staff. Through the pandemic staff were also significantly impacted by COVID-19 more than just at work. People, among other things, had to take care of their families, providing schooling for children or caring for immune compromised family members. Despite all this, the staff remained the heart of Lynwood Charlton Centre and are responsible for the gains seen by children and youth. Our success as an agency depends on all of our staff members and we want to recognize and appreciate all of their contributions and achievements.

While COVID-19 changed many things it also presented us with many opportunities. COVID-19 has created space to look at new ways to provide service and collaborate as a community. It highlighted the inequities in our community and called us to come together to work to address these. During the last year we have been successful in getting a contract with the government to enhance our existing Step Up Step Down program, currently at Charlton Hall. This opportunity will allow us to serve greater numbers of vulnerable youth and also increase and enhance our clinical capacity within the agency, a need long identified with staff.

Another exciting change we are pleased to announce at the Annual General Meeting is a merger with Thrive Child and Youth Trauma Services. Bringing together these two agencies will only serve to enhance our strengths and to serve more children, youth and families. Changes like these can seem uncomfortable, inconvenient and scary while they are in process. However, on the other side of this process is renewal and revitalization as we move past COVID-19 into an exciting future together.



Agency Highlights

Step Up and Step Down

The West Region Step-Up Step-Down (SUSD) Program SUSD provides voluntary full-time out of home treatment services on a short-term basis (6 weeks to 3 months) to youth of all gender presentations, ages 12-18, experiencing complex mental health challenges. The Program will meet the needs of youth with a level of care between a hospital and a community program. The goal is to stabilize youth so that they can access less intensive community-based services and eventually return to their home, placement, or semi-independent living. Leveraging our existing Charlton Hall 6-youth facility, the program with an enhanced clinical model will expand to cover the entire West Region of the province and provide 14-beds: 11 at Flamborough (ages 14 – 18), and 3 at Lynwood Hall (ages 12 – 13).

The Enhanced Model will be evidence-based and outcomes driven. Increased funding will allow for the addition of regulated health professional staff (Psychologist, Nurse Practitioner, Occupational Therapist), alongside additional staff to handle an increased number of youth (Recreational Therapist, Art Therapist, Child and Youth Workers). The program will focus on improvements in all facets of delivery, with the following guiding principles:

- Youth-centered: every element of the program will focus on youth, their caregivers, and their recovery
- Equitable: every youth will be treated equitably, with those having the highest needs prioritized, and in accordance with LCC's Diversity and Inclusion Policy
- Effectiveness: of treatment modalities, programs and evidence-based interventions, with fidelity to both modalities and the recently completed service delivery model; continuous quality improvement will be a cornerstone of service delivery
- Efficiency: of operations, including adherence to processes to inform future quality improvements



Agency Highlights

Step Up and Step Down (cont.)

Service components include individual treatment plans, which will include individual and group counselling and therapy, parent/caregiver engagement, life and social skills development, outdoor and community pro-social programming, and transitional after care. School will be delivered within the classrooms at Flamborough and Lynwood Hall, or with the youth attending their regular school, either in person or remotely. Within the context of both evidence-based and evidence-informed practices, youth actively and willingly engage in programming that enhance their self-esteem/worth, social and relationship skills, independent life skills, resilience, problem solving and conflict resolution skills, healthy coping strategies, reduce the symptoms of trauma and promote academic success.

Youth in the program will also participate in evidence-based individual and group mental health treatment provided by registered mental health professionals, such as cognitive behavioural therapy (CBT). As key players in youth's successful recovery, caregivers will be supported through evidence-based therapy as well, for example through Emotion-Focused Family Therapy (EFFT).

We have completed our budget analysis and human resources planning, and are actively seeking new hires to fill the vacancies as well as new positions. A transfer of youth in care from Charlton Hall to Flamborough will take place later this calendar year.



Cybersecurity

In response to the ever evolving cybersecurity context, LCC has been working with a consulting company to improve our cybersecurity maturity to meet Baseline Controls. We have also onboarded a system to provide Cybersecurity Awareness training to all staff.

Agency Highlights

Program Updates

Through the past year, all programs at LCC have continued to be responsive to the changing environment and expectations due to COVID-19, while continuing to focus on providing the best service possible to children, youth, and families. We know that those we work with have been impacted significantly by the challenges of the last few years.

Our on-site programs, Intensive Out of Home (IOHP) and Day Treatment, have worked closely to implement Infection, Prevention and Control (IPAC) directives from the Ministries and Public Health. These congregate care settings increased their occupancy (they had reduced capacity by 50% to allow the ability to safely distance within the space) as some measures eased. Our classrooms are operating in-person, and have used technology innovatively to run family groups and program celebrations virtually.

Staff in community-based programs and the LCC/ASCY Partnership moved back to working in homes, Centres and schools, while still connecting virtually in some situations. Our ability to meet with families virtually has addressed some barriers they may have experienced in the past, for example, transportation and child-care needs.

All programs have experienced a degree of staff turnover over the last couple of years, and the Program Managers are involved in reviewing training needs and treatment modalities.



Lead Agency Updates



Welcome Stephanie!

This year began with a recruitment search to fill the Director of System Planning vacancy. Alongside this, we were engaging with community partners about their visions for the future of child and youth wellbeing in Hamilton. At the conclusion of this, we were pleased to welcome Stephanie Taylor into the role, who will work to advance the 5 key recommendations into this next phase of future. Stephanie previously held the role of Executive Director at Thrive Child and Youth Trauma Services. Her transition opened further discussions that ultimately led to the Thrive Board of Directors consolidating Thrive into the Lynwood family of services. The services offered will remain the same, however the savings realized will allow for increased client service.

Merging Community Committees

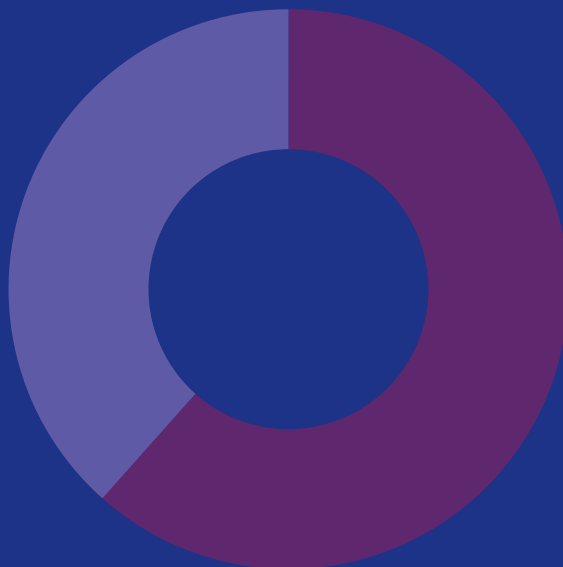
Late in the fiscal year, the CYSSC table (Child and Youth System Services Committee) proposed the consolidation of the Child and Youth Mental Health and Addictions Secretariat, (a sub table of the Greater Hamilton Health Network). The CYSSC table will now be chaired by the Lead Agency and have a supporting role as a consultative table to the Greater Hamilton Health Network as required. This group will be tasked with developing a long-term Child and Youth Wellbeing Plan that addresses the social determinants of health and wellbeing. A short-term Pandemic Recovery Plan will guide our work over the next year while the community stabilizes following the COVID-19 Pandemic.



Our Year in Numbers



Children
38.4%

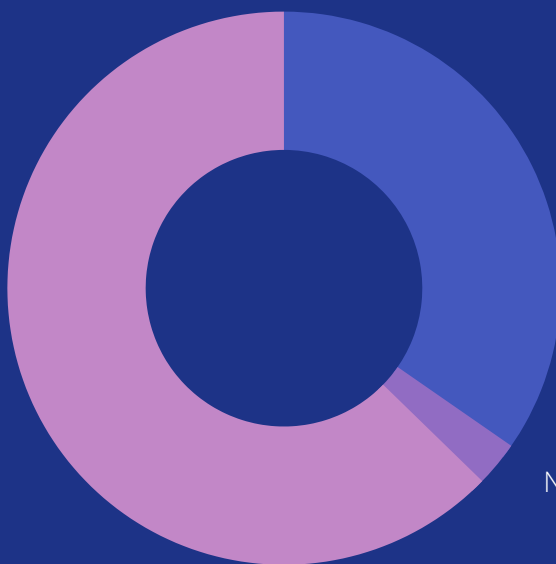


Youth
61.6%

NUMBERS OF...

children and youth who received or are receiving service	229
children and youth waiting for service (at end of March 2021)	192
discharges from a program (episodes of service)	143

Male-Identified
62.7%



Female-identified
34.6%

Non-Binary or Trans
2.6%

Our Quality Journey

I love this place
because I have new
friends.
Youth

"Our family was
always treated with
respect and dignity."
-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%



2020-2021 Award Recipients

35 Years

Vicki Downie
Arnold DeVries

25 Years

Jenny Thibreau

15 Years

Denise Augello
Tanya Bucca

5 Years

Richard Hill
Diane Frid
Joey Falletta
Jodi Sousa
Kashlyn Fullerton
Karina Garcia
Lisa Leveille

30 Years

Shari Burke

20 Years

Heather Keegan

10 Years

Scott Johnson
Alicia Cuffe
Charlene Bowen
Melissa Flynn
Lisa Josling
Jillian Watson

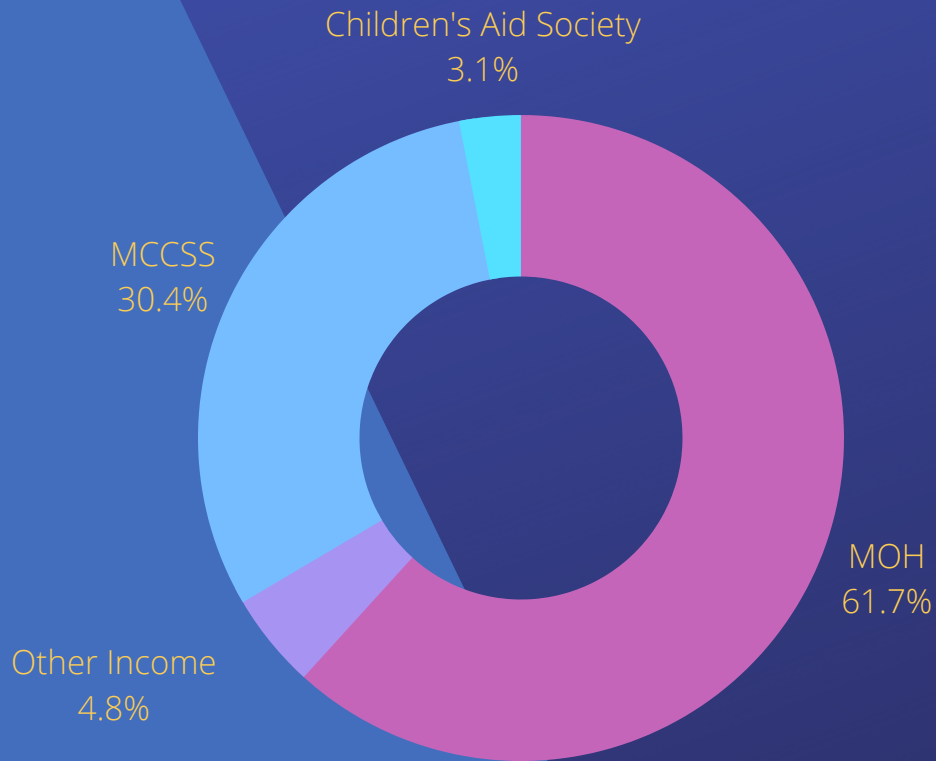
2021/2022

Financial Statements

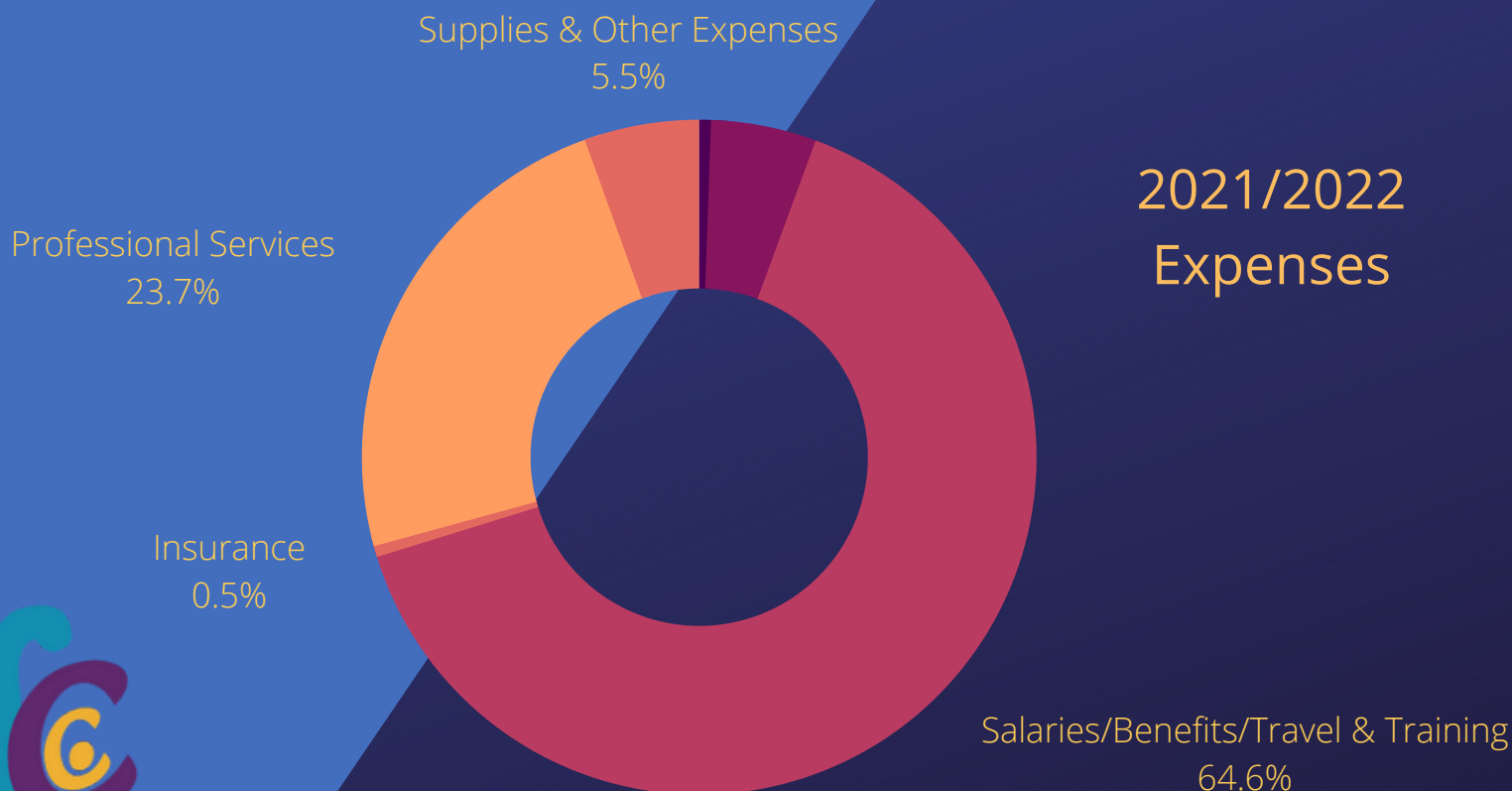
Revenue	2021/2022	2020/2021
Ministry of Health	6,148,926	6,674,302
Ministry of Children, Community and Social Services	3,029,220	3,301,838
Children's Aid Societies (CAS)	306,600	306,600
Lynwood Hall Foundation Grant	0	0
Other Income	475,031	432,555
Total Revenue	9,930,489	10,715,295
Expenses		
Salaries/Benefits/Travel & Training	6,416,084	6,855,019
Services - Facilities Management	501,715	699,274
Communication/Promotion	55,741	64,050
Insurance	52,178	57,445
Professional Services	2,357,377	2,696,080
Supplies & Other Expenses	547,394	215,685
Total Expenses	9,930,489	10,587,553
Surplus/(Deficit)	29,288	127,742

2021/2022 Revenue and Expenses

2021/2022 Revenue



2021/2022 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