



Inclusion. Acceptance.  
*A Life Without Barriers.*

# ANNUAL REPORT 2021-2022



# Welcome to our 25<sup>th</sup> Annual Report

## Welcome

The Maltby Centre team has accomplished much in the last year. We're grateful for all of the people who made it happen – our Board of Directors, staff, clients, volunteers, partners and others. Our clients and their families have been instrumental partners as we navigated organizational change and started the long road of pandemic recovery. Our success during this second year of the COVID-19 Pandemic has been because we worked together for the good of the children and youth we serve and for the KFLA community. The results are in the pages of this report. Take a look.

To say this year has been busy is an understatement. Once again, we have had to be nimble in adapting what we do to the demands of the changing environment in which we work. COVID-19 continues to be a major challenge, but so, too, have been transformations in practice, organization, funding and more. The key to our success has been our passion for our work and compassion for the people we serve. This will never change.

This is our second report to the community featuring our Strategic Plan, which we introduced last Fall. You'll see that we have used it extensively in this report both to organize what we're reporting but also to explain how what we do fits into the overall strategic picture for the organization. There's no doubt that the Strategic Plan is a living document at Maltby Centre. Our staff and volunteers are working on making it a reality. And we hope that clients, partners and the community are noticing the positive changes underway. This is a work in progress, but this report shows that we're on the right track.

We invite you to join us in our work. You can volunteer for our family or youth advisory committees. Or you can join our Board of Directors as we recruit new members. You can help us advocate for the people we serve on social media. Join the conversation on our Facebook, Instagram, Twitter and LinkedIn pages. Visit us at our website to know more about us. Finally, you can also donate to us – we are a registered charity.

Sincerely,

**Suzanne Geoffrion**  
Board Chair

**Karen Fleming**  
Executive Director

## Land Acknowledgement

We acknowledge that Maltby Centre is situated on Traditional Lands of Anishinaabe and Haudenosaunee. We are grateful to be able to live, work, play and support our community on these lands.

## About Maltby Centre

For more than 25 years, the Maltby Centre has been providing mental health and autism services to children and youth in KFLA. We are the lead agency for child and youth mental health in Kingston, Frontenac, Lennox & Addington. We work with clients at one of many Maltby campuses, in their homes, in schools or in other community locations. We work closely with numerous partner agencies to ensure successful service navigation. Maltby Centre is committed to client-centered service and works closely with our clients and families to tailor service for each client to ensure that we are supporting positive change in their lives. We are committed to making a difference and changing lives for those with mental health and autism needs locally, regionally and across Ontario through collaborative and integrated leadership. Our services are designed to give each child, youth, and family the opportunity to thrive and reach their full potential.

Maltby Centre was originally established as Pathways for Children & Youth in 1996. In 2018, the organization was renamed Maltby Centre in honour of the founding director, JoAnne Maltby, who was an incredible advocate for children and youth. Today, Maltby Centre still operates under JoAnne's vision and strives to create possibilities for change in young people's lives.



## MISSION

Making a difference. Changing lives. Creating healthy communities.

Maltby is uniquely positioned to create passion and excellence in the services we provide to our clients. We will continue our efforts to provide innovative, relevant and impactful programming, and support our families and care supporters through collaboration and knowledge mobilization. We see our role as one of bringing system level change to the Child and Youth Mental Health and Autism Spectrum Disorder landscape in Ontario. We want to empower and support children and youth and those that support them in their journey, so that they feel that they make a difference, and that they have changed their life and ultimately helped in the creation of a healthy Ontario.

## VISION

Inclusion. Acceptance. A Life Without Barriers.

Our vision speaks to our desire to transform and enhance the Child and Youth Mental Health and Autism Spectrum Disorder landscape in Ontario. We are successful when we provide an equitable and accessible space and expand our reach to advance efforts to revolutionize Child and Youth Mental Health and Autism Spectrum Disorder.

## VALUES – ICARE

- Inclusive
- Compassionate
- Accountable
- Respect
- Excellence

Our values represent the culture, norms, and attitudes that we want to see reflected throughout our workplace. Our goal is for each individual who represents Maltby to live and breathe these values, through our everyday interactions and our collective work. Together, we will live these words through our actions.

## STRATEGIC PLAN PILLARS

### #1: Access

Provide the right supports and services at the right time and in the right place.

### #2: Inspired people

Be a competitive practice destination and a recognized community care employer of choice.

### #3: Operational Excellence

Deliver quality, efficient and effective systems and services that demonstrate a clear, positive impact for our diverse Mental Health and Autism Spectrum Disorder clients.

### #4: Partnerships and System Integration

Continue to build exceptional partnerships to create a thriving, high performing care delivery system for Mental Health and Autism Spectrum Disorders in the region and beyond.



## Board of Directors

2021-2022

### President

Suzanne Geoffrion

### Vice-President & Treasurer

Sheila Kingston

### Secretary

Chris Herron

### Directors

Shalome Andrade

Jacque Costron

Rasha Fahim

Julian Oliver

Stacey Roques

## Our Partners

### Funders:

Ministry of Children, Community and Social Services

Ministry of Health

RBC

United Way of KFL&A

### Core Service Providers:

Counselling Services of Belleville and District

Lanark Community Programs

Youth Diversion

### Partners:

Addictions & Mental Health Services KFLA

Algonquin & Lakeshore Catholic

District School Board

Boys and Girls Club of Kingston

Children and Youth Services Planning  
Committee

Children's Hospital of Eastern Ontario

Children's Mental Health Ontario

Family and Children's Services of

Frontenac, Lennox, and Addington

KFLA Public Health

Kids Inclusive

Kingston Community Health Centre

Kingston Health Sciences Centre

Kingston Interval House

Land o Lakes Community Services

Lead Agency Consortium Ontario

Lennox & Addington Resources 4 Children

Limestone District School Board

Napanee Community Health Centre

Napanee Interval House

Napanee Youth Hub

One Roof

Queen's University

Resolve Counselling

Rural Frontenac Community Services

South East Local Health Integration

Network

St. Lawrence College

The New Mentality

## Year in Review

This second year of the COVID-19 Pandemic has been a busy one. Once again, we have had to adapt to meet changing demands, including adapting services to be delivered virtually as well as keeping in-person services safe. Like last year, the work of our staff and volunteers in making these changes has been outstanding. As COVID-19 restrictions have eased, we continue to adjust what we do and how we do it to ensure our clients are getting the best possible service. Here are some highlights from the 2021-2022 year based on the four pillars of our Strategic Plan.



## Access

**Provide the right supports and services at the right time and in the right place.**

**Donation for Youth Counseling Access:** Maltby Centre was awarded \$100,000 over two years from RBC and an additional \$20,000 from the United Way of Kingston, Frontenac, Lennox and Addington to launch a walk-in mental health program for youth ages of 18 - 24 years. This will provide immediate access to mental health counseling.

**Increase in Mental Health base funding:** Our base funding from the Government of Ontario for mental health services was increased by five percent, allowing us to hire an additional three psychotherapy staff.

**Tyler Lambert Memorial Fund:** The family and friends of Tyler Lambert established a memorial fund for Maltby Centre to support sports program registration and equipment for our clients, many of who would be otherwise unable to access these services. They have so far donated \$20,000.

**Recruitment of Indigenous Mental Health Therapist:** We have posted a new position of Indigenous Mental Health Therapist.

Recruitment efforts are ongoing. This position will allow Maltby Centre to expand its culturally appropriate services.

**OAP Workforce Capacity Fund Service Provider Expansion Stream:** Maltby Centre was successful in receiving a time-limited grant through the Ontario Autism Program Workforce Capacity Fund. This will permit the hiring of a full-time permanent Speech Language Pathologist and a full-time permanent Intake Coordinator to expand our autism services.

**Project IMPACT:** Maltby Centre was awarded Lead Agency status in the East region of Ontario for the Caregiver-Mediated Early Years program, delivering Project IMPACT. It teaches parents strategies to help their children develop social, communication, imitation and play skills during daily routines and activities.

**Clinical Redesign Update:** Maltby Centre is moving towards better integration of autism and mental health services. This not only aligns with the provincial government's vision but also further advances on our commitment to create a service environment that is accessible, effective, safe, evidence-based, innovative, inclusive and collaborative. The redesign will see programs and services from both departments placed into six new portfolios.

## Inspired People

**Be a competitive practice destination and a recognized community care employer of choice.**

**Vaccination Policy:** Maltby Centre implemented a COVID-19 vaccine policy. One hundred percent of Board members and staff are now fully-vaccinated.

**N95 Mask Fit Initiative:** All staff members were fitted for and equipped with N95 masks to meet Public health COVID-19 safety requirements.

**New Collective Agreement:** Management and our union, OPSEU 460, reached a new, three-year Collective Agreement in July 2021. It was ratified on August 10, 2021.

**Pay Equity:** Maltby Centre undertook a Job Evaluation project to ensure pay equity for staff. The project was completed in Fall 2021.

**Psychological Health and Safety in the Workplace:** Maltby Centre conducted a survey to help create a positive work culture. The results will increase employee engagement, provide an inclusive workplace culture, allow for creativity and ideas, improve employee well-being, reduce turnover, and increase team performance.

**Customer Service:** Maltby Centre began working the Mendicant Group to improve customer service and improve the impact of our work on our clients.

**United Way Campaign:** Our annual 2021 staff campaign for the United Way doubled our contribution from the year before. We're proud to be supporting other charities across Kingston, Frontenac, Lennox and Addington.

## Operational Excellence

**Deliver quality, efficient and effective systems and services that demonstrate a clear, positive impact for our diverse mental health and autism spectrum disorder clients.**

**Implementation of Strategic Plan:** Our new strategic plan was launched in Fall 2021. Since then, we have continued to map out the details of plan and measure the impact on our work.

**Accreditation:** In May 2021, Maltby Centre received a four-year accreditation from the Canadian Centre for Accreditation by achieving all 70 mandatory standards in both organizational and mental health service modules, as well as all 32 Leading Practice Standards. We became the first organization to undertake accreditation using CCAs new accreditation format.

**Review of Policies:** We launched a systematic review of all policies to ensure they are current, reflect our commitment to diversity, include all necessary procedures and are consistent in formatting and presentation. This will also well-position the organization for our next accreditation.

**Balanced Scorecard:** The scorecard – our main performance measurement – was revised in Summer 2021 to provide a more comprehensive review of client feedback.

**New Website:** Maltby Centre is currently working with a website design firm, Arrivals & Departures, to build a new website to meet the needs of our clients, staff and Board members. Work is already underway, and the site is scheduled to be launched in the Fall of 2022.

**Decision-Making Framework:** Our Board approved a Corporate Decision Making Framework to enable Maltby Centre to address complex and challenging issues in a comprehensive and logical manner. The intent is to stimulate discussion amongst decision makers in the context of Maltby Centre's Mission, Vision and Values.

**QUEST:** Maltby Centre was one of ten agencies from across the province chosen for the Quality Improvement program, called QUEST. We received coaching supports to identify our current strengths and areas for growth. These will assist in the development of a plan to guide quality activities and create a continuous culture of improvement.



## Partnerships and System Integration

**Maltby Centre will continue to build exceptional partnerships to create a thriving, high performing care delivery system for mental health and autism spectrum disorder in the region and beyond.**

**New Psychiatrist.** Dr. Tatiana Valverde, a child and adolescent psychiatrist from the Department of Psychiatry at Queen's, began providing on-site consultations and assessments to our clients starting in November 2021.

**Vaccine Clinics:** We organized a COVID-19 vaccine clinic in conjunction with Kingston Frontenac Lennox and Addington Public Health in February, 2021 at our Kingston and Sydenham offices.

**CARIBOU Project:** Maltby Centre was a participant in the *Care for Adolescents who Receive Information 'Bout Outcomes* mental health program, called CARIBOU. This is a depression treatment pathway developed through the Centre for Addition and Mental Health with support of Sick Kids. It will provide training and support for our mental health staff.

**Partner Connections:** We now have Maltby Centre managers assigned to work with the Kingston Sexual Assault Centre and Kingston, Frontenac, Lennox and Addington Healthy Babies, Healthy Children.

**Community Outreach and Support Team:** Maltby Centre has joined with the Kingston Police in their COAST program to support individuals who come into contact with law enforcement and who require mental health support.

**Children's Healthcare Canada:** Maltby Centre joined the Children's Healthcare Canada – a national advocacy organization for children's health – as a partner agency.

**Children's Mental Health Ontario:** CMHO asked our front-line staff to work with them in developing brief parent education videos for their library.

**Kingston Frontenacs:** Maltby Centre worked with the Kingston Frontenacs hockey team to purchase a block of tickets for our clients. We also participated in the Frontenacs' Autism Awareness game by staffing a Maltby Centre service information booth.

## Leadership Development

An important part of the *Inspired People* pillar in our Strategic Plan is the commitment that we will invest in our staff, ensuring they have the training and development needed to succeed. This year, we've put a lot of emphasis on leadership development. This includes important Equity, Diversity, and Inclusion training (mentioned above) but also learning related to change management, customer service, organizational design, and more. We believe that great organizations require great leaders.

## Equity, Diversity, and Inclusion

We made Equity, Diversity, and Inclusion a priority this year. In Spring 2022, all our staff and our Board took part in Cultural Fluency training with Dr. Nouman Ashraf. The training deepened our knowledge of how institutional commitment to equity connects with daily roles and responsibilities. It also covered how to enhance governance practices and further a culture of inclusive debate and reflective practice in service of our Mission, Vision and Values. Our Senior Leaders also took anti-black racism training with Dr. Notisha Massaquoi in August of 2021. Mohawks of the Bay of Quinte also delivered Indigenous cultural training to our staff and Board, including the history of their First Nation and their plans for the future. We also have required staff to take San'yas Indigenous Cultural Safety Training program. Starting in the Spring of 2022, we started asking staff and members of our Board to complete the LGBT2SQ Foundations Course offered through Rainbow Health Ontario. Going forward, we have also committed to forming a new EDI Committee in Fall 2022 to help guide us on our journey.

Maltby Centre has signed onto the Kingston Workplace Inclusion Charter which was created to support the City of Kingston's Workforce & In-migration Strategy for the community. The Charter is a framework that promotes employment practices and provides strategies that will improve inclusion, diversity and equity in the workplace. As a Charter Member, Maltby Centre will have access to a number of supports including:

- An assessment process that helps identify key opportunities and areas for improvement
- An action plan, developed with organizational priorities in mind and with tangible benchmarks that the organization can work towards
- Access to trained Inclusion Coaches to implement meaningful workplace changes to improve inclusion
- Public recognition

We have also revised our job postings to include a statement about our commitment to the principles of equity and diversity in the workplace and the recognition of the value that diverse employees bring to the programs and services offered to children and youth in our community. Through this change we hope we will strongly encourage applications from equity seeking communities.

Finally, we have started revising the type of staff demographic information we collect to include diversity information. This will allow us to determine just how representative our staffing complement is in relation to the community we serve.



## Bringing our Values to life

With the launch of Strategic Plan in Fall 2021 we worked at mapping out our Values, which we call ICARE – *Inclusion, Compassion, Accountability, Respect and Excellence*. A group of staff from across the organization collaborated on this work from September to December, 2021. The outcome was a framework that represents the culture, norms and attitudes to be reflected throughout our work, workplace and our caring/service environments.

### Inclusion

Intentionally exhibit actions that contribute to Maltby's commitment to provide an open and non-judgmental atmosphere, which encourages and supports diversity, equality, equity, collaboration, access, participation and community.

What Inclusion looks like at Maltby

- Active listening
- Creating a sense of belonging
- Embracing diversity
- Access to learning and development

### Compassion

Explicitly demonstrating concern for each other, the people we serve and the community to help support them making a positive difference.

What Compassion looks like at Maltby

- Encouraging others
- Demonstrating caring
- Seeking to alleviate suffering

## Accountability

Accept responsibility for actions.

What Accountability looks like at Maltby

- Problem solving
- Recognition and feedback
- Asking for help when needed

## Respect

Demonstrating a high value for the needs and views of those we serve, work with and for our community.

What Respect looks like at Maltby

- Listening to understand
- Expressing gratitude
- Being a team player
- Nurturing the environment
- Kindness

## Excellence

Being constantly in pursuit of the highest quality of service, interactions and care for those we serve and work with.

What Excellence looks like at Maltby

- Creating a collaborative environment
- Having common goals
- Being timely in our communication
- Fostering an innovative environment

## Research

The Maltby Centre Research Ethics Committee was established in Fall 2020 and is comprised of Maltby Centre staff, members of our Family Advisory Committee, members of our Youth Advisory Committee, a member of the KFLA legal community, and we currently still searching for a member from the local academic community. The Research Ethics Committee meets monthly to discuss research related issues. It reviews, approves, or denies requests for research at Maltby Centre. In the fiscal year 2021-2022, the following research activities occurred at Maltby:

- Maltby participated in advertising six external research projects
- Maltby engaged as a partner in two on-going projects (CARIBOU and ASQ Database through Kids Brain Health Network)
- We communicated with one outside researcher looking for information
- A student volunteer supervised by our staff wrote a research paper about single session intervention for high-functioning youth with an autism spectrum disorder and emotional regulation challenges

## FAC

The Family Advisory Committee (FAC) has been busy this year. They consulted on a broad range of policies and agency initiatives, providing their unique perspective on how Maltby can provide exceptional service in both mental health and autism. The committee consulted on more than 20 issues or policies. They were an important part of the construction of our Strategic Plan and the development of our ICARES values initiative. They provided key feedback and were part of the rollout of both initiatives. The autism team came to talk to them about family and peer mentorship foundational services and collected feedback to take back to the department. The committee made recommendations that the agency consider providing groups related to ADHD. Children's Mental Health Ontario asked FAC for feedback about whether there was a need for a local youth Peer Support committee. Our People Services team asked FAC for feedback on the development of our new staff recognition program. Members of the committee took part in a number of training opportunities, including Quality Assurance LEAN White Belt and Equity, Diversity and Inclusion training. The past year was also a transitional year for FAC. Several of the original committee members moved on after providing dedicated service over the past several years and the Committee welcomed several new members. We're grateful for all the hard work and commitment from our Family Advisory Committee.

## Youth Advisory Committee

Our Youth Advisory Committee, called YAC, plays an essential role in helping us achieve our Mission, Vision and Values. They are a group of youth between the ages of 13 and 24 who share their experience and passion with us to benefit our work, clients and the community.

One of the key functions of the Committee is to work with staff to advocate for the children, youth and families we serve and help plan, evaluate and improve services and programs. This year, the Committee has been involved in a variety of discussions and has provided valuable feedback on our Strategic Plan and ICARE Values, Mental Health Walk-in Clinic, the Quality Improvement committee, the staff Service Excellence Recognition Program and the construction of our new website. Our YAC has also been active in the community making presentations to schools along with our staff.

This year, they worked together with our partners at the One Roof youth community centre to sponsor a talk by youth mental health advocate Francis Arevalo for Mental Health Week in May 2021.

The Committee also worked with QuARMS program at the Queen's University School of Medicine to create two projects. The Dandelion Allyship is a new website designed to improve



understanding and acceptance of LGBTQ2S+ individuals and to promote positive mental health for them and their community. You can find more about it here: <https://www.dandelionallyship.com/>. Together, they also hosted Breaking the Silence youth conferences in March 2022 that included information and discussion on anxiety, depression, and more.

Our YAC provides input on agency policies ensuring that they are youth friendly. They have also been committed to posting messages on our social media with the goal of supporting youth with mental health concerns.

## Our Financial Numbers Year end Income Statement For the year ended March 31, 2022

*NOTE: To access our Audited Financial Statements please visit our website at [MaltbyCentre.ca](http://MaltbyCentre.ca)*

REVENUE	\$	%
Government of Ontario Funding	16,535,382	95%
Recoveries and Other Revenue	791,019	5%
<b>TOTAL</b>	<b>17,326,401</b>	<b>100%</b>
EXPENDITURES	\$	%
Staff Salaries, Benefits, Training and Travel	10,997,426	63%
Client Services	3,926,689	23%
Program Costs	123,883	1%
Building Occupancy	960,188	6%
Administration, Office & IT	1,314,302	8%
<b>EXPENDITURES TOTAL</b>	<b>17,322,488</b>	<b>100%</b>



**3,795**

CHILDREN AND YOUTH  
IN SERVICE



**9.3**

AVERAGE AGE OF  
AUTISM CLIENTS



**11.6**

AVERAGE AGE OF  
MENTAL  
HEALTH CLIENTS



**11.3**

AVERAGE AGE OF  
ALL CLIENTS



**2,048**

MENTAL HEALTH  
WALK-IN  
SESSIONS

**2,360**

AUTISM  
INTERVENTION  
SESSIONS

**34,012**

DIRECT SERVICE HOURS  
PROVIDED TO CLIENTS



**3,740**

HOURS OF TRAVEL BY STAFF TO  
PROVIDE SERVICES TO CLIENTS



**13**

YOUTH ADVISED, ADVOCATED, AND INNOVATED ON OUR YOUTH  
ADVISORY COMMITTEE



**100%**

OF COUNSELLING &  
THERAPY STAFF ARE PART  
OF A REGULATORY COLLEGE  
(CRPO/OCSSWSW)



**10**

STUDENT  
PLACEMENTS



**90%**

OF CLIENTS REPORTED A POSITIVE  
EXPERIENCE AT OUR WALK IN  
CLINICS



**462**

FEEDBACK FORMS COMPLETED BY  
CLIENTS REGARDING SERVICES  
RECEIVED AT MALTYBY CENTRE





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*A Life Without Barriers.*

[www.maltbycentre.ca](http://www.maltbycentre.ca)

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