





## **CREATING POSSIBILITIES FOR CHANGE IN YOUNG LIVES**

We offer mental health and autism services that help children and youth and their families take control of and function better in their day-to-day lives.



## About Maltby Centre

Maltby Centre is a registered charity and not-for-profit organization that specializes in Child & Youth Mental Health and Autism. As a lead agency, we are proud to serve children, youth, and their families in Kingston, Frontenac, Lennox & Addington. With a staff of experienced and compassionate professionals, we serve the population in our community who are 0-24 years old. This year, we provided quality, evidence-based service to over 3,000 clients and their families. We work with clients in one of our six locations, in their homes, in schools, and/or in other community locations. We work closely with numerous partner agencies to ensure successful service navigation. Maltby Centre is committed to client-centred service and works closely with our clients and families to tailor our service for each client ensuring that we are supporting positive change in their lives. We are committed to advancing local, regional, and provincial thinking on mental health and autism through an active and collaborative leadership approach. Our services are designed to give each child, youth, and family, the opportunity to thrive and reach their full potential.

## Strategic Priorities

### GOVERNANCE & LEADERSHIP

- With our youth and families, we are exploring an integrated model of service for Child & Youth Mental Health, and, Autism Services.
- Annually, our Board reviews and assesses the Board governance model and implements changes as required.

### EFFICIENT SERVICE DELIVERY

- Maltby Centre is focused on enhancing our right place, right time approach to service access.
- We have successfully adopted a focus on quality improvement and foster continued development in this area.

### HUMAN DEVELOPMENT AND CLINICAL EXPERTISE

- Maltby Centre adopted a clinical supervision model that increases clinical integrity.
- We advance staff clinical excellence through education, training, and resources.

### COMMUNITY EDUCATION AND CAPACITY BUILDING

- We work within our community to provide education to partners in order to build capacity for those working with children.

### COMMUNITY AGENCY COLLABORATION

- As part of our role as Lead Agency in both Autism and Child & Youth Mental Health, we foster collaborative relationships with numerous partner agencies.

### COMMUNITY PROFILE

- Maltby Centre continues to enhance our presence in the community as the “go to place” for expertise in Child & Youth Mental Health, and, Autism.

To read our full strategic plan visit our website at:

<https://maltbycentre.ca/wp-content/uploads/2018/06/Strategic-Plan-2016-2021-MC.pdf>



**Suzanne Geoffrion**, Board President, **Karen Fleming**, Executive Director **Comments**

## **Client Centredness. Access to Services. Collaboration. Partnerships.**

This has been a big year of change at Maltby Centre. The resilience of Board members, staff, and clients as a result of the service delivery changes related to COVID-19 has been inspiring. Innovation, transformation, and creativity have blossomed at Maltby Centre as a result of many changes, and, are essential ingredients in an era where new methods of service delivery are a necessity.

Through our constant focus on client centred service, accessibility to service, and collaboration with partners, we have been so excited to implement an expansion to our Mental Health Walk-in Service. Since January 2020, and with thanks to a grant from RBC, we opened a clinic for youth between the ages of 18 years to 24 years. The clinic has seen a steady rise in volumes. The success of this aspect of our walk-in clinic services is, in part, because of community partnerships with Resolve Counselling, United Way, and the local Youth Network who work with us in supporting the needs of youth in this age group.

Embedding the client voice within the foundation of our organization, including at the Board of Directors table, is a key area of focus. We are so pleased to have initiated a Family Advisory Council over the last year. Like our Youth Advisory Council, this important group is a strong resource who provide guidance on our areas of focus and improvements. Both the Family Advisory Council, and, the Youth Advisory Council ensure that the client voice is part of our governance and operational processes. And, they provide additional richness to the client feedback that we seek through formal surveys. Since the fall of 2019 to the spring of 2020, we received 1,000 completed client surveys that provided feedback on our walk-in services. We value the voice of our clients.

Over the last year, our staff have worked with clients and families to navigate through a changing provincial model for Autism Services. We are prepared to move into a fee for service model, and, have been working with ministry and community partners to ensure that clients and families will receive a seamless service

transition. Our Foundational Family Service team has been actively creating and developing parent education materials and sessions that support skills-based learning in areas like toileting, feeding, sleeping, and communication.

During the late winter/early spring of this year, we experienced previously unimaginable changes in the daily lives of our clients, staff, Board, and community partners. These changes necessitated a different way of governance, service provision, and client access to service. Maltby Centre became an entirely virtual organization on March 17, 2020, as a direct result of a declared state of emergency in the province of Ontario. While some of our clients transitioned to virtual service, other clients struggled or did not transition to virtual service at all. This was one of many devastating effects of COVID-19. Since July 2020, however, we have returned to some in-person services and are preparing our clients, staff, and services for the second wave of COVID-19 in order to minimize the effects that we experienced during the first wave.

Over the past year, we have been privileged to welcome three new outstanding members to our committed Board of Directors: Rasha Fahim, Julian Oliver, and Deb Pichora. They join an experienced Board of Directors who have provided tremendous governance oversight to Maltby Centre during the unprecedented time of COVID-19.

As we look back on our successes and challenges this past year, we are so proud of our staff for the resilience, creativity, and innovative approaches to service delivery during a period of time that was marked by a global pandemic. In the pages that follow, you will see some highlights of the previous year. We are grateful for our clients who add their voices into our systems and processes allowing us to become better service providers. We are grateful for our community partnerships that are helping to develop a more seamless system approach to service delivery. And, we are excited about what the future holds for Maltby Centre.

## COUNSELLING & THERAPY SERVICES

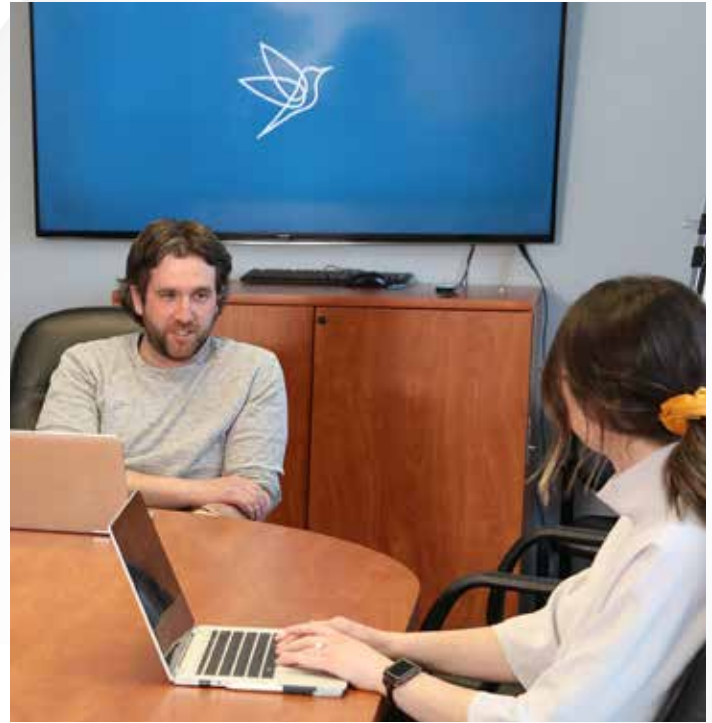
- Walk-in Mental Health Counselling: for people who need one or two sessions.
- Quick Access Youth Counselling: for youth who are concerned about their mental health
- Counselling and Therapy: ongoing therapy for more complex needs.
- Focused Treatment Groups, like:
- Cognitive Behavioural Therapy for children and youth dealing with anxiety or depression
- Intergenerational Trauma Treatment Model Program (ITTM): for children and youth and their families who have experienced any sort of impactful trauma.
- And others as needed (i.e. DBT)

## INTENSIVE SERVICES

- NEXUS: a classroom setting to support the mental health needs of children or youth who are not coping well in regular school settings.
- SNAP (Stop Now and Plan): 13-week preventative program for parents and children aged 6-12 who may be at risk of entering into the Youth Justice System. (who have serious difficulties managing their feelings and behaviours).
- IDEAS: social skill-building group for those with social, behavioral and emotional issues.
- Intensive In-Home Coaching: ongoing in-home parent/child coaching for those with high needs.
- Buddy Time: 3-week social skillsbuilding program for early years

## PARENT EDUCATION & CAPACITY BUILDING

- COPE: 10-week program open to clients and the general public that helps parents develop skills to strengthen relationships



with their children (especially children displaying social, behavioural and emotional issues).

- Parenting Anxious Children: 6-week program educating parents of anxious children (split by early years and age 7+).
- Ongoing Workshops: ongoing and periodic workshops varying in topics, i.e. Emotional Regulation, building or repairing attachment relationships

## CRISIS & TRIAGE

- Crisis: for those who need an immediate response and stabilization.
- Triage: for those who need assessment and coordination before deciding what services might be of most use.

## SPECIALIST CONSULTATION SERVICES

- Access to psychiatry, pediatric and psychology consultation services when these are needed to support mental health treatment.



## **AUTISM SERVICES**

### **BEHAVIOURAL SERVICES**

For the last 20+ years, we have been proud to be the leading provider of evidence-based Applied Behaviour Analysis (ABA) in the KFLA area.

### **EARLY INTENSIVE BEHAVIOURAL INTERVENTION**

This individualized, Applied Behavioural Analysis (ABA) intensive therapy for children under 6 years of age, is delivered in our centre, for at least 15 hours of individual and group intensive intervention per week, over an extended period of months. Our Clinical team works with caregivers to develop individualized assessments and comprehensive interventions for each child. Therapists work directly with the children under the supervision of Clinical Supervisors. Caregivers are guided in supporting and extending their child's learning in a variety of environments, while using the principles of ABA.

### **COMMUNITY BEHAVIOURAL SERVICES**

Applied Behaviour Analysis (ABA) services are offered to children and youth of all ages in a variety of environments, including the home, the community and in our centre. Our Clinical team works with caregivers to develop individualized assessments and focused interventions for each child. Therapists may work directly with the children under the supervision of Clinical Supervisors. Caregivers are guided in supporting and extending their child's learning in a variety of environments through individualized mediator training. Caregivers learn to apply the

principles of ABA in order to promote learning and positive behaviour change.

### **SKILLS GROUPS**

A variety of skill building groups for children and youth are offered throughout the year at our centre or in another location. These groups include play skills for young children, social skills groups for all ages, emotional regulation groups, and workshops for teens on relevant topics. Caregivers are guided in supporting and extending their child or youth's learning in a variety of environments. Therapists conduct caregiver sessions during and after the groups.

### **CAREGIVER WORKSHOPS AND SUPPORT**

We offer a variety of caregiver workshops on relevant topics such as sleep issues, eating challenges, Introduction to ABA, and more. Each workshop includes in home sessions in order to apply learning to the individual child or youth. We recommend the Introduction to ABA as a starting point for those families unfamiliar with the principles and their application.

### **FAMILY SUPPORT SESSIONS**

We offer sessions with our autism specialists (Family Support Coordinators). Specialists provide consultation to families regarding approaches to learning in areas such as daily living skills including selfcare; community skills, toileting, communication, and simple ABA based strategies to encourage adaptive behaviours. Specialists also may help families with accessing community services.

# Summarized Statement of Revenue and Expenses

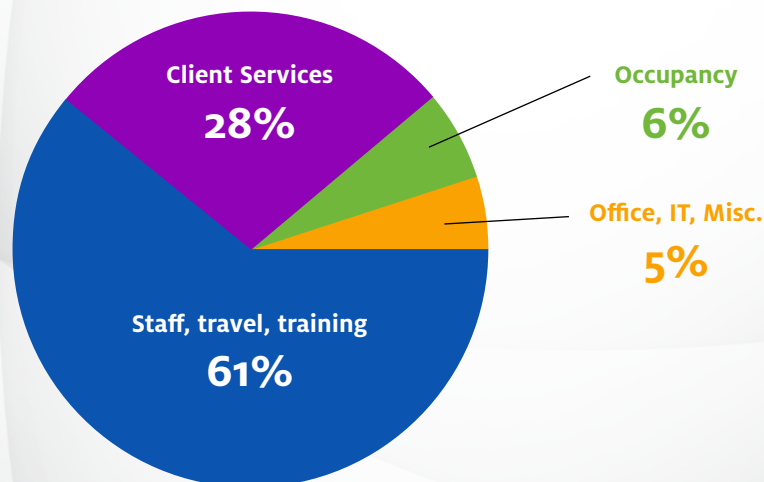
for the year ended March 31,2020

REVENUES	2020	2019
Funding from MCCSS and Ministry of Health	16,699,429	17,204,159
Investment and Other Income	259,851	192,057
Services revenue	86,703	
<b>TOTAL</b>	<b>17,045,983</b>	<b>17,396,216</b>

EXPENSES	2020	2019
Staff, travel, training	10,308,626	10,623,629
Client Services	4,772,850	4,773,804
Occupancy	1,012,726	1,069,944
Office, IT, Miscellaneous	933,551	920,115
<b>TOTAL</b>	<b>17,027,753</b>	<b>17,387,492</b>
Excess (deficiency) of revenues over expenses for the year	18,230	8,724

## 2020 Expenditures by Category





## 2019 - 2020 FACTS & FIGURES



# 3,110

NUMBER OF CHILDREN AND YOUTH WHO WERE IN SERVICE



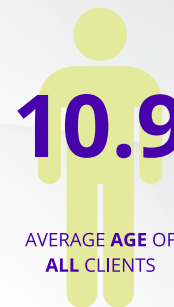
AVERAGE AGE OF AUTISM CLIENTS

# 9.9



AVERAGE AGE OF CYMH CLIENTS

# 11.2



AVERAGE AGE OF ALL CLIENTS

# 10.9



# 1,374

Mental Health Walk-In Sessions



# 3,469

Autism Intervention Sessions

# 48,371

DIRECT SERVICE HOURS PROVIDED TO CLIENTS



# 4,745

HOURS OF TRAVEL BY STAFF TO PROVIDE SERVICES TO CLIENTS



# 24,137

USERS ACCESSED OUR MALBY CENTRE WEBSITE



# 24

STUDENTS DID A PLACEMENT WITH THE MALBY CENTRE



# 1,510

FEEDBACK FORMS COMPLETE BY CLIENTS REGARDING SERVICES RECEIVED AT MALBY CENTRE



# 16

NUMBER OF YOUTH WHO ARE ADVISED, ADVOCATED, AND INNOVATED ON OUR YOUTH ADVISORY COMMITTEE

# 100%

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

# 96%

OF CLIENTS REPORT A POSITIVE EXPERIENCE AT OUR WALK-IN CLINICS



# Highlights

## (Fiscal 2019/2020)

### 2019 Highlights

- We welcomed a **new Board President: Suzanne Geoffrion.**
- Maltby Centre welcomed a **new Board Member: Wendy Talbot.**
- Maltby Centre **accepted into the QUEST Program at the Ontario Centre of Excellence for Child and Youth Mental Health** to focus on quality improvements in our Nexus Program. QUEST is a quality improvement program based on Six Sigma Lean Methodology.
- **Hosted a Client Hero Day** where we had the opportunity to celebrate the incredible work that our clients do to create possibilities in their young lives. Our clients are our heroes.
- **Collected over 1,000 client surveys** that assisted in quality improvements for our **Child and Youth Mental Health Walk-in Clinic.**
- Successfully **launched the Maltby Centre Family Advisory Council.**
- In our role as **Lead Agency for KFLA Child and Youth Mental Health, we led and supported the implementation of a region-wide KFLA Family Advisory Committee.**
- Our Autism Program **began the transition to Fee-for-Service.**
- Hosted **continuing education opportunities to both Maltby Centre staff and partners** in areas of: Single Session Narrative Therapy, Dyadic Developmental Psychotherapy, and Addictions Therapy.





## 2020 Highlights

- Our previous Executive Director, **Nicki Collins**, retired in March after 5 years of tremendous achievement at Maltby Centre. In March, we welcomed our **new Executive Director, Karen Fleming**, who joined our team from the hospital sector.
- Maltby Centre welcomed **3 new Board Members: Rasha Fahim, Julian Oliver, and Deb Pichora**.
- Maltby Centre **welcomed 15 new staff members**.
- **Distributed over 2,000 Childhood Budget, One Time Interim Funding, and Speech and Language letters to clients with an autism diagnosis**.
- Successfully **launched a Walk-In Clinic for youth between the ages of 18-24 years** as a result of a financial partnership between RBC and the Ministry of Health.
- Through a strong partnership between our Child & Youth Mental Health Program, and, our Autism Program, **Maltby Centre successfully launched its first collaborative group program to support kids with autism who suffer from social anxiety**.
- **As a result of COVID-19, Maltby Centre offers a hybrid of services both in-person and virtually**.





## BOARD MEMBERS

- Suzanne Geoffrion, Board President
- Sheila Kingston, Board Vice-President and Treasurer, Finance Audit Risk Chair
- Chris Herron, Secretary, Governance Chair
- Cassandra Millen, Quality Chair
- Christine Noble Seller, Quality Chair
- Wendy Talbot
- Rasha Fahim
- Julian Oliver
- Deb Pichora

## Thank You

On behalf of the Board of Directors and the Senior Leadership Team, we want to thank our incredible staff who consistently demonstrate compassion, caring, and resilience but particularly did so over the last 6 months as we navigated our way through COVID-19. Starting in March 2020, our staff immediately transformed the way in which we supported our clients through technological innovation and creativity in order to maintain services in a rapidly changing world. While our clients are our heroes, our staff have inspired us to continue to be leaders in service provision.

Thank you to all of our dedicated staff who have continued to demonstrate service excellence amidst a very challenging season. Your ongoing commitment to your work creates possibilities for change in young lives in our community.

Suzanne Geoffrion, Board President and Karen Fleming, Executive Director





## Our Partners

### FUNDERS:

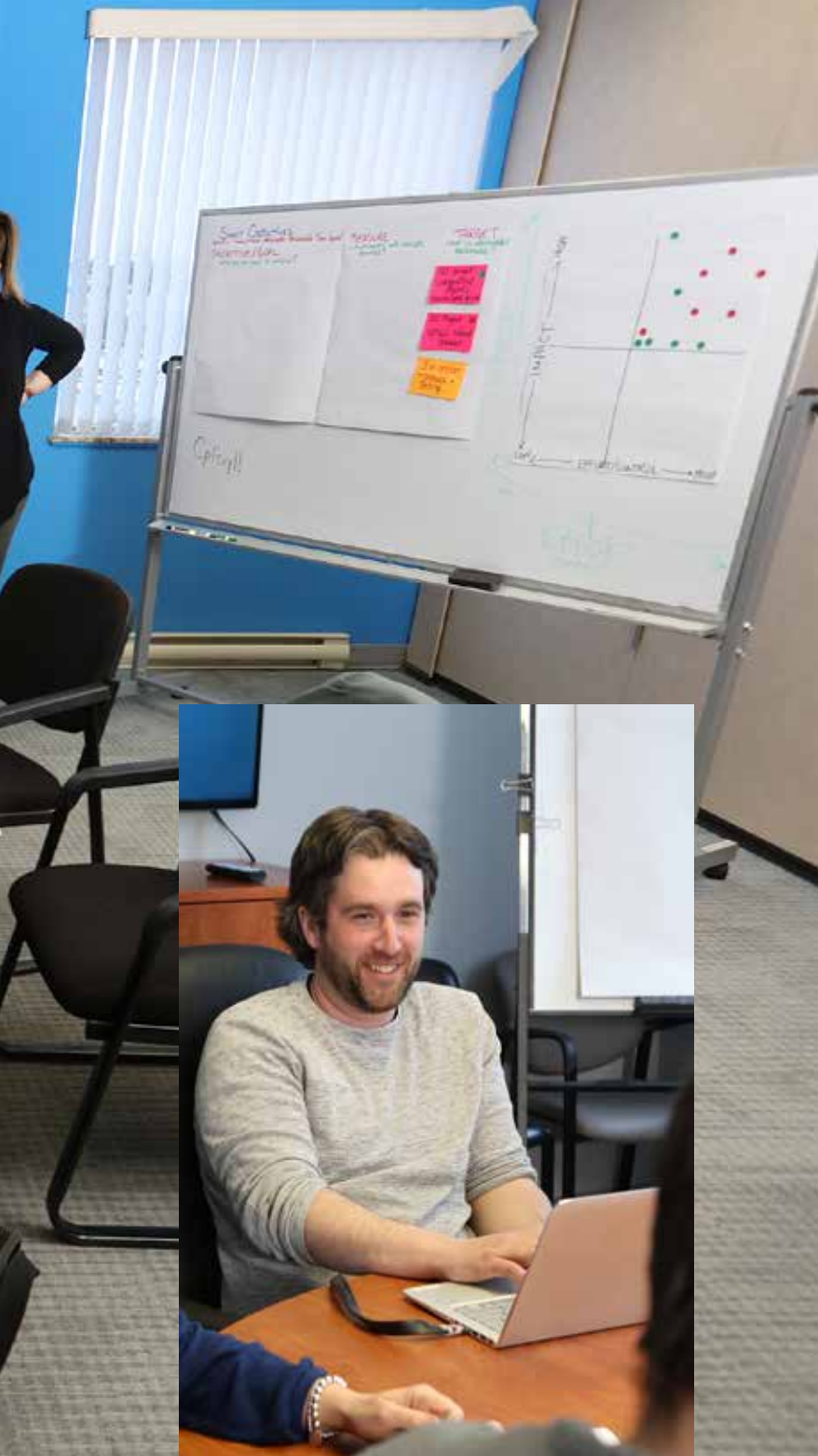
Ministry of Children, Community and Social Services  
Ministry of Health  
RBC  
United Way of KFL&A

### CORE SERVICE PROVIDERS:

Counselling Services of Belleville and District  
Lanark Community Programs  
Youth Diversion

### PARTNERS:

Children's Mental Health Ontario  
Lead Agency Consortium Ontario  
Limestone District School Board  
Algonquin & Lakeshore Catholic District School Board  
Kids Inclusive  
Kingston Health Sciences Centre  
Resolve Counselling  
Family and Children's Services of Frontenac, Lennox,  
and Addington  
South East Local Health Integration Network  
One Roof  
KFLA Public Health  
St. Lawrence College  
Queen's University  
Addictions & Mental Health Services KFLA  
Boys and Girls Club of Kingston  
Kingston Community Health Centre  
Children's Hospital of Eastern Ontario  
The New Mentality  
Children and Youth Services Planning Committee  
Napanee Community Health Centre  
Napanee Youth Hub  
Napanee Interval House  
Kingston Interval House  
Rural Frontenac Community Services  
Land o Lakes Community Services  
Lennox & Addington Resources 4 Children





#### **KINGSTON**

31 Hyperion Court,  
Suite 100  
Kingston, Ontario  
K7K 7G3

#### **AMHERSTVIEW**

18 Manitou Crescent  
West  
Unit 7, Loyalist Plaza  
Amherstview, Ontario  
K7N 1S3

#### **NAPANEE**

99 Advance Avenue  
Napanea, Ontario  
K7R 3Y5

#### **SYDENHAM**

2876 Campbell Road  
Harrowsmith, Ontario  
KoH 1V0

#### **SHARBOT LAKE**

c/o The Child Centre  
1004 Art Duffy Road  
R.R. #1 Sharbot Lake,  
Ontario KoH 2P0

#### **NORTHBROOK**

c/o Land O'Lakes  
Community Service  
12497A Highway 41,  
P.O. Box 92  
Northbrook, Ontario  
KoH 2G0

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