

A BOLD NEW VISION

A NEW
STRATEGIC PLAN
FOR OUR 25TH
ANNIVERSARY

ANNUAL REPORT | 2020-2021



CELEBRATING **25** YEARS
CÉLÉBRONS **25** ANS

Welcome to our 25th Annual Report

We are celebrating our 25th Anniversary with the unveiling of a new three-year Strategic Plan. We are proud of our legacy and are delighted to build on it as we move into an exciting future.

There is no doubt that Maltby has changed in the last 25 years. Our name has changed. Our services have changed. The world around us has changed. And, as we look forward, we see more change. The COVID-19 Pandemic has impacted both personal and professional ways of operating. And, within this new operational environment, Maltby is moving toward a new Ontario Autism fee-for-service system. As a direct result of COVID-19, more focus is on mental health services across the province and across Canada. Technology has changed how we work and reach people which has been difficult for some of our families, particularly those seeking autism services. It's hard to imagine what our Agency will look like within another 25 years in 2046. It's breathtaking to look back at all the changes that have taken place in our last 25 years.

One thing has not changed over all this time and that's our commitment to the children, youth and families we serve. We're proud to serve the KFLA community. Our new Strategic Plan will revolutionize what we do and how we do it. We ask you to join us as we chart a new course in our history. Let's celebrate the past and work toward a bright new future, together.

Suzanne Geoffrion
BOARD PRESIDENT

Karen Fleming
EXECUTIVE DIRECTOR

Contents

02

About Maltby Centre

03

Our Service Numbers

04

The Year in Review

06

Our New Strategic Plan

09

Our Financial Numbers

BOARD OF DIRECTORS

2020 - 2021

Suzanne Geoffrion
President

Sheila Kingston
Vice-President, Treasurer, and
Chair of the Finance Committee

Chris Herron
Secretary and Chair of the
Governance Committee

Christine Noble Seller
Director and Chair of
the Quality Committee

Rasha Fahim
Director

Julian Oliver
Director

Shalome Andrade
Director

Maltby Centre thanks our Board of Directors for their commitment to good governance of Maltby. Their leadership through this challenging time has been appreciated.



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:

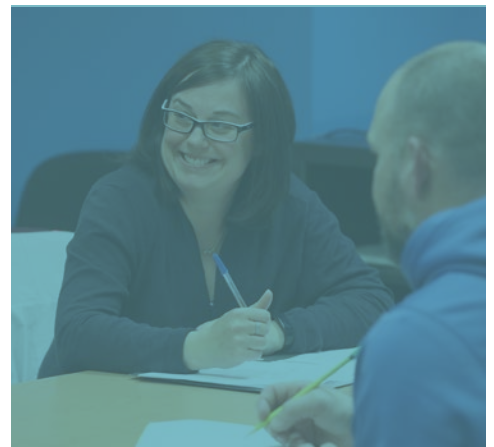
Children's Mental Health Ontario
Lead Agency Consortium Ontario
Limestone District School Board
Algonquin & Lakeshore Catholic
District School Board
Kids Inclusive
Kingston Health Sciences Centre
Resolve Counselling
Family and Children's Services of
Frontenac, Lennox, and Addington
South East Local Health
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

About Maltby Centre

For 25 years, the Maltby Centre has been providing mental health and autism services to children and youth. We are the lead agency for Child and Youth Mental Health in Kingston, Frontenac, Lennox & Addington. We work with clients in 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 our service for each client to ensure that we are supporting positive change in their lives. We are committed to creating a better world for those with mental health and autism needs locally, regionally and across Ontario through active and collaborative 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 Agency 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.



ACCREDITATION

In May 2021, Maltby Centre was awarded a four-year accreditation by the Canadian Centre of Accreditation (CCA) which offers a third-party review process tailored to community-based organizations. CCA accreditation is based on widely-accepted best practice standards that promote ongoing quality improvement and responsive, effective community services. Maltby Centre achieved the established CCA standards for quality in governance, management, and child and youth mental health services.

Accredited by
Canadian Centre
for Accreditation



Agréé par
Centre canadien
de l'agrément

Our Service Numbers

FACTS & FIGURES

2020 - 2021

3,349

Number of children and youth who were in service



10.4

Average age of Autism clients



11.3

Average age of Mental Health clients



11.1

Average age of all clients

14

Number of youth who are advised, advocated, and innovated on our Youth Advisory Committee

34,771

Direct service hours provided to clients



2,112
Hours of travel by staff to provide services to clients

1,554

Number of Mental Health Walk-In sessions

2,678

Number of Autism Intervention sessions



27

Number of students who did a placement with Maltby Centre

495

Feedback forms completed by clients regarding services received at Maltby Centre

100%

of Maltby Centre Counselling and Therapy staff part of a regulatory college (CRPO/OCSSWSW)

94%

of clients report a positive experience at our Walk-In Clinics

The Year in Review

RESPONSE TO COVID-19 | *Our Finest Moment*

The COVID-19 Pandemic led to significant changes in our operations. Most of our mental health and autism services moved to a virtual format. In-person services continued for those with needs that could not be addressed virtually. This included high-risk mental health and autism cases. The change was hard on our clients and challenging for our staff. Early on in the Pandemic our staff stepped up to quickly change our services to a virtual format using Zoom, phone, and other technologies. Along the way, staff found some advantages to the new mostly virtual system, including the ability to reach clients farther away or for whom transportation was a barrier to service.

The commitment and perseverance of our staff was instrumental in our response. Their actions at the start of the Pandemic and continuing all the way through the second and third waves were some of the finest moments in our 25-year history.

In our mental health program, intensive services counsellors were able to modify much of their in-person groups and psycho-educational workshops. The day treatment programs found ways to continue to engage the students with a combination of teacher delivered curriculum and the mental health and social skills components during school closures. The changes were a success, with mental health group offerings seeing record-

high attendance. Service numbers for mental health have risen sharply because of the Pandemic. We now participate in family health team mental health rounds in order to begin creating a more streamlined process to ensure clients identified through primary care physician offices have access to mental health supports more easily. We also continue to collaborate with community partners in identifying how we can most effectively build a community response to challenges. This has involved more collaboration with adult services to meet common needs or to coordinate our response to the transitional-aged youth population. Some of these collaborations included a joint training initiative focusing on virtual care and a pilot project involving ACES program development and delivery in response to the impact of COVID on women and families.

Autism services also quickly transitioned to virtual programs using a variety of technologies. The change often required individual adaptations for clients or in some cases the need to wait until in-person service could resume. Those clients with very high needs were seen throughout our second and third lockdown periods. Staff coordinated circle times where families and youth could connect in a semi-structured online environment to see how ZOOM works, play games and engage in activities, interact with other families and children and see their therapists. A teen hangout was also created as an opportunity to connect local teens to meet in a semi-structured environment, facilitated by a therapist. Group services were delivered via

telehealth with great success, with youth and parents actively participating and following up with their weekly to do's at home. The delivery and focus of Behaviour Plans was modified where possible to focus on parent capacity and client needs in the community and at home.



OTHER CHANGES

There were other changes, too, besides COVID-19. The **Ontario Autism Program** continues to change, with new services which support different demographics or service recipients. Maltby has partnered with local agencies to submit applications for programs including our **Caregiver-Mediated Early Years Program**, which focuses on a parent-mediated intervention for young children. Our autism services also continue the process of transitioning from a fully funded (formerly DSO) program over to a **Fee-for-Service model**. Currently, our Behaviour Service offerings are all Fee-for-Service which includes funding from a CHB or IOTF stream and private clients. Our **Foundational Family Services and School Support programs** are able to continue to provide service free of any charge.

During the year, we also introduced a number of new programs and initiatives. It is not uncommon for our autism clients to experience anxiety. That's why we created a group of staff to bridge our two service streams for children and youth who need our help. We were starting down this road when the Pandemic hit. Thanks to our staff we were able to move this online. During 2020, we provided two treatment groups for teenagers struggling with anxiety who were also on the spectrum. Clients have

reported the group has been very helpful in managing their symptoms of anxiety. The working group continues to meet to gather feedback from participants and to refine and improve the program on an on-going basis.

We also developed a **Research Ethics Committee** in October, 2020 to promote research excellence at Maltby Centre. The Committee includes both staff and community members. Its role is to develop an infrastructure that supports research at the Agency. It reviews research proposals to ensure they align with our priorities and values as well as recognized ethical standards. We hope the new Committee will lead to more research efforts which will directly benefit our frontline work on mental health and autism.

In January 2021, we also started a **Quality Improvement Committee** designed to enhance quality assurance and quality improvement throughout Maltby. The Committee includes staff from different parts of the Agency as well as our Youth Advisory Committee and Family Advisory Committee. It is part of a commitment Maltby Centre has made towards improving service quality. The Committee spent much of early 2021 involved in Quality training to prepare for their new role.

Our New Strategic Plan

As we celebrate our 25th Anniversary, we're revolutionizing Mental Health and Autism Services for Children & Youth with our new three-year Strategic Plan.

Over a period of six months during the COVID-19 Pandemic we undertook a collaborative strategic planning process. We were humbled and inspired by the high levels of engagement throughout this process. We are grateful to the children and youth, their families, care givers and those that support them in their care journey, health professionals, internal and external stakeholders and community and system partners who have shared their input and experiences. These diverse and valued voices have informed the development of a bold and innovative strategic plan that will change the way we work but also will affirm our commitment to social accountability, anti-oppression, and anti-racism. We are introducing the new plan in this 2020-2021 Annual Report. Future Annual Reports, over the next three years, will measure our progress. We're at the start of a transformative change. We welcome you to join us on this journey.



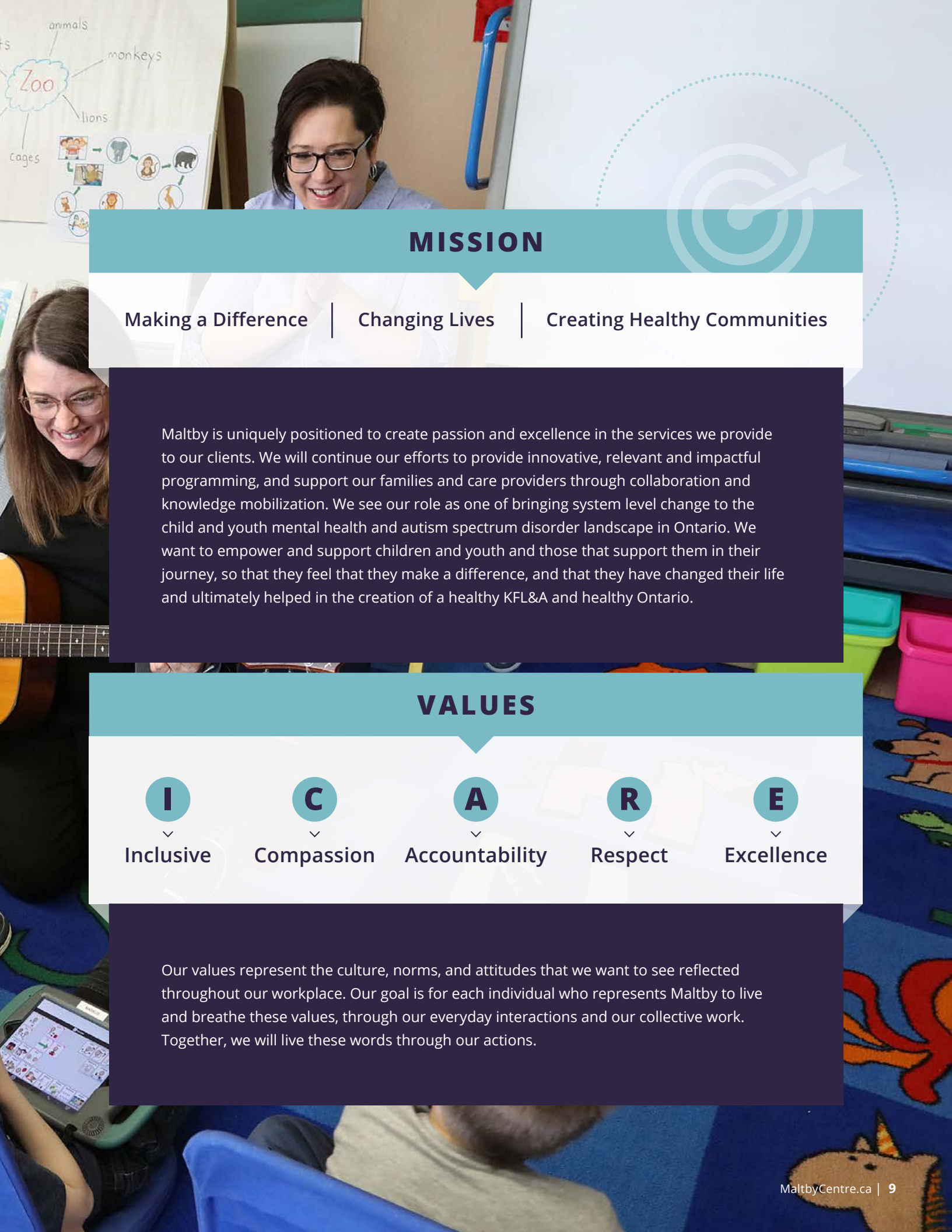
VISION

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.



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 providers 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 KFL&A and healthy Ontario.

VALUES

I

Inclusive

C

Compassion

A

Accountability

R

Respect

E

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.

OUR STRATEGIC PILLARS & STRATEGIC INITIATIVES

Our Strategic Pillars and Strategic Initiatives reflect the most important areas of focus for Maltby over the next three years. These priorities reflect what we have heard from our key stakeholders as the most valuable functions in supporting and advancing the work of Maltby.

1. ACCESS

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

ACTIONS

- We will provide best-practice, evidence-informed flexible and adaptable services.
- We will build an inclusive care environment and provide access to services within 24 hours (Inclusion includes anti-oppression and anti-racism).



2. INSPIRED PEOPLE

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

ACTIONS

- We will recognize and reward our staff for delivering exceptional service to our clients.
- We will invest in our staff, ensuring they have the training and development needed to succeed.
- We will focus on retaining and recruiting people who share our Values and move us towards achieving our Vision and Mission.
- We will strengthen interprofessional collaborative practice, ensuring professionals work together to optimize the health and wellness of clients and their families.



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.

ACTIONS

- We will manage our resources in an efficient and effective manner that ensures our long-term sustainability.
- We will use data to drive quality (including excellence and efficiency).
- We will develop a communications engagement strategy that sets Maltby apart as the recognized leader in Mental Health and Autism Services.
- We will re-envision and rebuild the Autism Spectrum Disorder services as a showcase for innovative Autism Spectrum Disorder services for our communities and beyond.
- We will build strategic relationships with the private sector to generate new revenue streams and ways of providing innovative care to our 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.

ACTIONS

- We will partner with clients and families to meet their service delivery needs.
- We will focus on strengthening partnerships in order to improve system integration and navigation.
- We will implement new ways of providing back-office services to external providers that are more efficient without sacrificing quality.



Our Financial Numbers

REVENUE	\$	%
Government of Ontario Funding	\$16,578,147	97%
Recoveries and Other Revenue	\$556,628	3%
Revenue Total	\$17,134,775	100%

EXPENDITURES	\$	%
Staff Salaries, Benefits, Training and Travel	\$10,328,361	60%
Client Services	\$4,117,048	24%
Program Costs	\$128,262	1%
Building Occupancy	\$1,117,837	7%
Administration & Other	\$1,441,825	8%
Expenditures Total	\$17,133,333	100%

Note: To access our Audited Financial Statements please visit our website at MaltbyCentre.ca

FAMILY AND YOUTH ADVISORY COMMITTEES

Maltby is privileged to have two volunteer advisory committees that are essential to the work of the organization. In the Autumn of 2019, a group of community volunteers came together and formed our Family Advisory Committee (FAC). This committee is an active partnership between families and Maltby. Child and youth mental health and autism services are better when family members and allied adults from the community help to shape them. The Youth Advisory Committee (YAC) was created in 2017. It is a group of young people who work with Maltby to improve our services and advocate for the youth we serve. Both committees are dedicated to improving the quality of our child and youth mental health and autism services, to improve

service coordination and raise awareness. Members of both committees are integrated into various Maltby initiatives including our Quality Improvement Committee, our Research Ethics Committee, our 25th Anniversary Committee and the Road Map to Wellness. Both provide valuable input into organizational policies, and, into Maltby's latest Strategic Planning process as well as Accreditation. The YAC has also been active on social media promoting mental health resources and advocating on mental health issues. Both were instrumental in our response to COVID-19. Their passion for our work and for the children, youth and families we serve has made a major difference this year. We're grateful for their voice into our operations, for their support and guidance.

Kingston

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K0H 1V0

Sharbot Lake

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Sharbot Lake, Ontario
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Northbrook

c/o Land O'Lakes
Community Service
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Northbrook, Ontario
K0H 2G0



CELEBRATING **25** YEARS
CÉLÉBRONS **25** ANS

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MaltbyCentre.ca