



Inclusion. Acceptance. A Life Without Barriers



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A Life Without Barriers.

**ANNUAL
REPORT**
2022-2023

Welcome to our 2022-23 Annual Report

Welcome

Innovation and creativity have been the name of the game at Maltby Centre over the last year! From implementing innovative ways to offer fee-for-service support to families of children with an autism diagnosis, to improving client flow through our child and youth mental health services, to a clinical redesign that supports improved access to services and a more integrated approach to delivering clinical care, the Maltby Centre staff have relentlessly pursued excellence to ensure our clients and families receive the best possible service as soon as possible. And, on top of all of this we launched a new website designed to make interacting with Maltby Centre much easier and more user-friendly.

As in years past, to say this year has been busy is an understatement. Our staff and Board of Directors have focused on improving access to the services that we deliver, began working toward a much more inclusive environment at Maltby Centre through the lens of Equity, Diversity and Inclusion, focused on a deep dive into psychological health and safety of our team, engaged in rework of the Board of Directors Bylaws to ensure compliance with new legislation, and began the detailed work required to support a new cycle of accreditation through Accreditation Canada.

Over the past year, we saw the departure of two valued members of our Board of Directors: Rasha Fahim and Lindsay McFadden, and we welcomed two new Board members: Prakash Vaghela and Matt Van Nest. We also saw the departure of Karen Fleming, our Executive Director since March 2020. Karen was instrumental in moving the 2021-2024 Strategic Plan forward as identified by the Board of Directors.



Suzanne Geoffrion



Derek Evans

We are entering the third and final year of this Strategic Plan which is a living document at Maltby Centre. The plan was developed and approved by the Board of Directors in the spring of 2021. It centers the work of the organization around four key pillars: access, inspired people, operational excellence, and partnerships and system integration. You will see these pillars referenced frequently throughout this report.

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. 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 our website to learn more about us. Finally, you can also make a donation to Maltby Centre as a registered charity.

Sincerely,

Suzanne Geoffrion
Board President

Derek Evans
Interim 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 27 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. In addition to our five Maltby Centre campuses, we work with clients in their homes, in schools or in other community locations. We collaborate with numerous partner agencies to ensure successful service navigation. Maltby Centre is committed to client-centered service and liaises with our clients and families to tailor service for each client to ensure that we are supporting positive change in their lives. We are dedicated 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.



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.

2022-2023 FISCAL YEAR FACTS & FIGURES



3,787

CHILDREN AND YOUTH IN SERVICE



9.4

AVERAGE AGE OF AUTISM CLIENTS



11.3

AVERAGE AGE OF MENTAL HEALTH CLIENTS



10.8

AVERAGE AGE OF ALL CLIENTS



5,112

MENTAL HEALTH BRIEF THERAPY SESSIONS



4,267

AUTISM INTERVENTION SESSIONS

41,291

DIRECT SERVICE HOURS PROVIDED TO CLIENTS



3,659

HOURS OF TRAVEL BY STAFF TO PROVIDE SERVICES TO CLIENTS



4

NEW PROGRAMS IMPLEMENTED



7

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



100%

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



19

STUDENTS DID A PLACEMENT WITH MALTBY CENTRE



89%

OF CLIENTS REPORTED A POSITIVE EXPERIENCE AFTER BRIEF THERAPY



345

FEEDBACK FORMS COMPLETED BY CLIENTS REGARDING SERVICES RECEIVED AT MALTBY CENTRE



Board of Directors

2022-2023

President

Suzanne Geoffrion

Vice-President & Treasurer

Sheila Kingston

Secretary

Chris Herron

Directors

Stacey Roques

Julian Oliver

Shalome Andrade

Jacque Costron

Prakash Vaghela

Matt Van Nest

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

ConnectWell

Youth Diversion

Partners:

Addictions & Mental Health Services KFLA

Algonquin & Lakeshore Catholic District

School Board

BGC South East

Children, Youth and Families Services

Collaborative

Children's Healthcare Canada

Children's Hospital of Eastern Ontario

Children's Mental Health Ontario

Connect Well

CSBD

Family and Children's Services of

Frontenac, Lennox, and Addington

Frontenac Lennox Addington (FLA)

Ontario Health Team

KFLA Public Health

Kids Inclusive

Kingston Community Health Centre

Kingston Health Sciences Centre

Kingston HomeBase Non-Profit Housing Inc

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

Ontario Trillium Foundation

Queen's University

Resolve Counselling

Rural Frontenac Community Services

St. Lawrence College

The New Mentality

Year in Review

Access

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

Clinical Organizational Design

The Clinical Programs & Services department successfully transitioned to the new clinical model of care including six CYMH and Autism integrated portfolios. The portfolios now include:

- Crisis and Brief (includes Walk-In) Services
- Intensive Services and Groups
- Early Years Services
- School Support Services
- OAP Core Services
- Extended Counselling & Therapy Services

Wait List Strategy

Maltby Centre uses a multi-faceted approach to address waitlists. For CYMH, brief services were implemented providing up to four appointments. Approximately 55-60% of Maltby's clients were able to avail themselves of this model reducing waitlists for counselling and therapy.

For Autism Services, Maltby Centre hired an Intake Coordinator. Using Lean Process Mapping, Maltby developed more efficient processes for bringing in new clients and connecting them with the most appropriate services to meet their needs.



Extended Hours of Operation

As part of the strategic direction to improve access, client flow, and to provide the right supports and services at the right time and in the right place, Maltby Centre began offering extended hours on September 10, 2022. Operational hours for service appointments are from 8:00 a.m. to 8:00 p.m., Tuesday to Thursday, and 8:00 a.m. to 4:30 p.m. on Monday and Friday. Service hours are also available on select Saturdays, from 8:30 a.m. to 4:30 p.m. During the extended hours, there is a variety of programming available to clients and families including Brief and Ongoing therapy, Group Services, and Caregiver workshops.

The PORCH

The Portable Outreach Care Hub (PORCH) launched in the summer of 2022 through the leadership of the United Way and the Kingston Community Health Centre. The PORCH provides mobile health and social service supports for vulnerable individuals in the KFL&A community including in very rural areas. Maltby Centre signed on as a partner in mid-December 2022 with staff participating monthly in PORCH visits to rural communities and offering improved access to services.



Inspired People

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

Professional Growth and Development Opportunities Work Group

This front-line staff workgroup researched, analyzed, and made recommendations to the Leadership Team identifying opportunities to improve professional growth and development needs at Maltby Centre. The recommendations are moving to action in the new fiscal year.

Psychological Health and Safety in the Workplace

Maltby Centre staff participated in the Guarding Minds psychological health and safety in the workplace survey. In 2022, various staff focus groups made recommendations to a Maltby Centre working group for the creation of action plans addressing the identified opportunities for improvement.

Senior Leadership Team Rounding

In April 2022, members of the Senior Leadership Team launched “rounding” meetings with all Maltby Centre teams. Once a month, each senior leader meets with a different team and their manager. This process has improved dialogue between front-line staff and senior leaders, has provided senior leaders with an opportunity to individually recognize staff for their work, and has identified issues staff feel need to be addressed in more detail.

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.

New Website

MaltbyCentre.ca, Maltby Centre's new website, launched at the end of March 2023. It has been designed to provide easier access to a wide array of mental health and autism services, and resources for clients, parents, and guardians, while allowing direct access to professional counseling and therapy appointments through an on-line calendar.

Quadruple Aim

Maltby Centre implemented the Quadruple Aim, an internationally recognized framework for the design and delivery of an effective services, in the spring of 2022. The Quadruple Aim is a tool to assist in the selection of quality indicators and to ensure that different aspects of quality are being monitored. Its goal is to improve the accuracy of indicators on the balanced scorecard by reviewing the measurements which currently exist, determining how they fit into the Quadruple Aim quadrant and deciding which ones require improvement.

Mendicant Consultation & Autism Services

Maltby Centre contracted with the Mendicant Group to conduct listening tours with autism clients and staff for the purpose of understanding the needs of families in the new needs-based autism environment. As a part of this work, Maltby also engaged Mendicant to deliver 'Customer Centricity and Change Management Training' to the autism, finance, and corporate services staff.

Bylaw Revisions

Maltby Centre has updated its corporate bylaws in order to be in compliance with the new Ontario Not for Profit Corporations Act (ONCA).

URS Urgent Response Services

Urgent Response Services is a time limited rapid service response for children and youth with autism which is provided in partnership with Kids Inclusive. Eligible families can receive up to 12 weeks of services and support specifically designed to address a behavior of concern.

Integrated Music Program

Maltby Centre has been able to develop an integrated music program for both mental health and autism clients. This new initiative was made possible due to the experience and qualifications of one of our therapists to develop and run this program. It has been well received by clients and families.

Project Impact Update

Maltby Centre has been offering Project IMPACT, an Autism Caregiver-Mediated Early Years Program, for the past two years. To date, 17 clients have completed the program. Maltby has been funded to provide this service for an additional three years with a target of 18 children per year.

New Mentality Update

The New Mentality (TNM) is a provincial network of youth and allies working to amplify the youth voice to influence change within the mental health system and beyond. Maltby Centre is a lead partner in this work for the KFL&A region. Over the past year, the membership has grown from one person to 13, with numbers continuing to increase. The group is working on several initiatives including having local artists assist TNM with creating an art gallery, exploring different art mediums with the artists, and presenting its completed work in the community.

TNM worked with the QuARMS students (Queen's Accelerated Route to Medical School) on the annual Men's Mental Health Event held in March 2023.

Finally, TNM participants have created a podcast to share their personal mental health journeys in classrooms and encourage other youth to seek mental health support if they are struggling. The podcast can be found on our new website.

Partnerships and System Integration

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.

Partnership with ACT and Kaymar Rehabilitation for OT Services

A new partnership with the ACT Learning Centre and Kaymar Rehabilitation has been established to offer occupational therapy consultations for families accessing ABA services through the Maltby Centre.

Kahwà:tsire Ronwatiyenawá:se Centre - A Great Start for Families

Family and Children's Services FLA and the Kingston United Way have led the development of an integrated services space for young children and their families. As one partner, Maltby Centre has been pleased to participate in this initiative. Support within the space includes early childhood and parenting education (led by Maltby), finance education, nutrition education, and potentially some primary care access.

The Youth Wellness Hub for KFLA

Maltby Centre, along with Kingston HomeBase Non-Profit Housing Inc, Kingston Community Health Centre and Resolve Counselling have opened a Youth Wellness Hub of Ontario (YWHO) located at One Roof. The YWHO is an evidence-informed hub of care that includes mental health and addictions services, primary care, and other support services. It is designed to be a one-stop-shop for youth and their families.



The Tyler Lambert Fund

The Tyler Lambert Fund was initiated in 2021 by the Lambert family in honour of their son, Tyler. The money raised by Tyler's family for this fund assists clients in defraying costs for athletic activities and equipment that they would otherwise not be able to afford. This year, over \$21K was distributed for participation in swimming, gymnastics, hockey, soccer, and numerous other endeavours.

One Stop Talk

One Stop Talk is a bold plan by the province to weave together existing mental health resources in order to support clients on wait lists with access to single-session counseling services more quickly. Maltby Centre is a partner in this work.



EDI/Cultural Fluency

Culturally Fluency/EDI

Maltby Centre has travelled further on the journey to improve equity, diversity, and inclusion for staff and clients. In January 2023, Maltby initiated a Cultural Fluency/EDI Committee that provides advice to the Executive Director with the intent of creating a much more inclusive environment. Maltby has also partnered with KEYS for EDI coaching and looks forward to this journey.

Kingston Workplace Inclusion Charter

Maltby Centre has signed the Kingston Workplace Inclusion Charter which was created to support the City of Kingston's Workforce & Immigration Strategy for the community. The Charter is a framework that promotes inclusive employment practices and provides strategies that will improve inclusion, diversity, and equity in the workplace. It also supports the Maltby Centre Strategic Plan and its ICARE values: inclusion, compassion, accountability, respect, and excellence.

Family Advisory Council (FAC)

Our FAC members are highly valued stakeholders and partners at Maltby Centre. In the past year FAC collaborated with the Youth Advisory Committee to plan community outreach work during the 2023 Mental Health Week in May.

FAC Chairman Jason O'Hearon, a member of the Canadian Armed Forces, joined the Maltby Centre Senior Leadership Team to host the CFB Kingston Base Commander for a tour of the Kingston campus.

The FAC has provided feedback on 18 agency initiatives and policies including: client consent policy, changes to autism fees, quality improvement scorecard, and the redevelopment of the website.

The committee worked with Maltby communications to release updated promotional material via social media in continued efforts to recruit new members. The FAC continues this work and will focus on a membership drive from May to August 2023.

Youth Advisory Council (YAC)

Our YAC is a creative and trusted youth voice and partner at Maltby Centre. YAC builds on the capacity of young people to improve child and youth mental health services by speaking to, and acting on, issues that impact, or are important to, youth. The YAC is comprised of seven very committed members.

Over the last year, the YAC has been involved in:

- Planning and taking part in our 3rd annual Men's Mental Health event – Breaking the Silence: Changing the conversation around mental health
- Creating several TikTok videos for Maltby
- Supporting the development of the new youth portal on the new website
- Providing recommendations on how to make Maltby more youth friendly
- Maltby Centre committees
- Planning for Children's Mental Health week.

Research Ethics Committee

The Research and Ethics Committee (REC) was established in 2020 with a mandate to oversee research ethics, compliance to standards and policies of the Maltby Centre, and the principles within the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS 2: Core 2022). In the past year the committee has reviewed 12 research requests. The REC looks forward to continuing the fulfillment of its mandate in the coming year, with more research on the horizon.

Our Financial Numbers

Year end Income Statement For the year ended March 31, 2023

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

REVENUE	\$	%
Government of Ontario Funding	15,947,346	93%
Recoveries and Other Revenue	1,244,869	7%
REVENUE TOTAL	17,192,215	100%
EXPENDITURES	\$	%
Staff Salaries, Benefits, Training and Travel	11,476,999	67%
Client Services	3,344,059	19%
Program Costs	92,315	1%
Building Occupancy	979,173	6%
Administration, Office & IT	1,299,040	7%
EXPENDITURES TOTAL	17,193,936	100%



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www.maltbycentre.ca

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