



Mental Health & Autism Services
for Children & Youth
Services de santé mentale et
d'autisme pour enfants et jeunes

Annual Report

2023/2024



Land Acknowledgement

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

Locations

Kingston

31 Hyperion Court, Suite 100
Kingston, ON K7K 7G3
Phone: 613-546-8535
Fax: 613-546-3881

Sharbot Lake

c/o The Child Centre
1004 Art Duffy Road, R.R. #1,
Sharbot Lake, ON
K0H 2P0
Phone: 844-855-8340

Napanee

99 Advance Avenue
Napanee, ON K7R 3Y5
Phone: 613-354-6852

Northbrook

c/o Land O'Lakes Community Service
12497A Highway 41, P.O. Box 92
Northbrook, ON
K0H 2G0
Phone: 844-855-8340

Sydenham

2876 Campbell Road
Harrowsmith, ON K0H 1V0
Phone: 844-855-8340

 (613) 546-8535

 100-31 Hyperion Court, Kingston, Ontario

 www.maltbycentre.ca

 898845136RR0001

ACCREDITED WITH
EXEMPLARY STANDING



ACCREDITATION
AGRÉMENT
CANADA

Board President's Message

This past year has been one of the most taxing in Maltby history. Faced with significant changes in autism funding and rising costs in all our operations, we have adapted and proven our resilience by turning trial into opportunity. I am incredibly proud of how well we have done in developing and running successful programs and collaborating with our partners to ensure the best possible outcomes for our clients. Our professionally qualified and compassionate staff are truly the heart of our organization, and I am grateful for all that they do every day.

Our many achievements are owing to the incredible dedication of our staff, the support of our community and ministry partners, our board and the resources that have been made available to us. We could not have accomplished what we did without them, and I thank them for their unwavering support. Most importantly, I would like to thank our children, youth and families living with mental health challenges and with autism. They place their trust in Maltby to make a difference in their lives and we are grateful for that trust and confidence.

We have had many successes over the year and are well positioned for growth under the leadership of our Executive Director, Normandie Wragg. With Normandie in her role, I am confident that our organization will continue to thrive and grow to meet the increased demand for our services.

Thank you for your ongoing support and commitment to our organization. Together, we will continue to inspire hope and change lives for the better.

Sincerely,

Sheila Kingston
Board President



I am truly inspired to be a part of this incredible organization...

As I reflect on my first year as the Executive Director of our organization, I am filled with a deep sense of gratitude and pride for all that we have accomplished together. Despite facing a number of challenges, including rising costs and a system shift in autism services, we have continued to strive towards our mission of providing vital support and services to individuals and families in need. I cannot thank our staff, partners, funders and families enough for the support they have shown. I am also thankful of our work with the Ministries who have shown a great level of support and collaboration during these times.

I am thrilled to share that this year, both our autism and mental health services have been awarded 'Exemplary Standing' by Accreditation Canada, a testament to the dedication and hard work of our staff. In addition, we have made significant strides in improving employee psychological health and safety, re-opened our walk-in clinics post-COVID, and launched our refined autism fee for service program which has already made a positive impact on the lives of children and families in the KFL&A area. Our mental health services continue to flourish and assist both children and young people.

I am enthusiastic about Maltby's future. We are embarking on a strategic plan refresh for 2025-2027, increasing our fundraising efforts, and deepening our collaborations with our partners in the community. Together, we will continue to make a difference in the lives of those who rely on our services and support.

I want to extend a special thank you to our dedicated staff, board members, families, community members, ministries, volunteers and our donors for your warm welcome and unwavering commitment to our cause. Your passion and dedication are what drive us forward and enable us to create positive change in our community.

I am truly honoured to be a part of this incredible organization and I look forward to all that we will achieve together in the years to come.

With heartfelt gratitude,

Normandie Wragg, MA, NCWA
Executive Director



Board of Directors

As of March 31st 2024

Jessica Bayne Hogan
Director

Alynn Boyle
Director

Jaquie Costron
Vice President

Martin Gravelle
Director

Sheila Kingston
President and Treasurer

Stacey Roques
Director

Stephanie Sartor
Director

Allison Slopack
Director

Dr Prakash Vaghela
Director

Maltby Centre thanks our Board of Directors for their commitment to good governance at Maltby.

Our Funders & Partners

Core Funders

Ministry of Children, Community and Social Services
Ministry of Health and Long-Term Care

Children's Hospital of Eastern Ontario
Children's Mental Health Ontario
Counselling Services of Belleville and District
ConnectWell

Grants and Major Donations

United Way of KFL&A
Royal Bank of Canada
Kingston Community Fund
Trillium Foundation
Davies Family Foundation
Kingston Family Foundation
Tyler Lambert Memorial Foundation
RONA+

Family and Children's Services of Frontenac, Lennox and Addington
Indigenous Wellness Council
KFLA Public Health
KFLA children and youth services collective
Kids Inclusive

Pro Bono Work

Capitalize for Kids
Accenture

Kingston Community Health Centre
Kingston Health Sciences Centre
Kingston Interval House
Kingston Language Nest
Land O'Lakes Community Services
Lead Agency Consortium Ontario
Lennox & Addington Resources for Children

Core Service Provider

Youth Diversion

Limestone District School Board
Napanee Community Health Centre
Napanee Interval House
Napanee Youth Hub

Subcontracted to

Kids Inclusive (Urgent Response Services)
Home Base Housing (YWHA program)

One Roof

Ontario Health Team
Queens University
Resolve Counselling
Rural Frontenac Community Services
Southeast Local Health Integration Network
St. Lawrence College
St. Lawrence Youth Association
The New Mentality
Unison Branch 460



Partners

Addictions and Mental Health Services
KFL&A
Algonquin & Lakeshore District School Board
Boys and Girls Club of Kingston
CAMH
Children and Youth Services Planning Committee



A bit about us...

Maltby Centre, a registered charity, has been dedicated to delivering mental health and autism services for children and youth for over 25 years.

As the Lead Agency for child and youth mental health and a leading provider of autism services for children in the region, we are immensely proud of our commitment to excellence. Having met 100% on 546 standards, our 2023 accreditation with exemplary standing from Accreditation Canada highlights our dedication to delivering exceptional client service.

At Maltby Centre, our professional staff are passionate about caring for children, youth and families in the KFL&A community. We strive to provide client-centered services, working closely with clients and families to tailor assistance to meet their unique needs and promote positive change in their lives. Through collaboration with partner agencies, we ensure successful navigation and holistic support for our clients.

We offer programming in both English and French, as well as specialized care for Indigenous children and youth through our Indigenous Mental Health Therapist. Additionally, we provide services tailored to children, youth and their families in the 2SLGBTQIA+ community.

Our integrated leadership approach aims to make a difference and change lives for individuals with mental health and autism needs locally, regionally, and provincially.

Together, we are dedicated to helping each child, youth, and family thrive to reach their full potential.

All are welcome here.

Services at Maltby Centre

Mental Health Services

- Brief Services for Children, Youth and Young Adults
- Extended Therapy Services
- Maltby Transitional Aged Brief Services
- 2SLGBTQIA+ Support
- Infant and Early Years Services
- Intensive In Home Services
- Education Community Partnership Programs
- Parent Education and Capacity Building
- Children and Youth Therapeutic Groups
- Enhanced Youth Outreach Worker Program (EYOW)
- Youth Wellness Hubs (in collaboration with Home Base Housing)
- Specialty Services
- Virtual Counselling with One Stop Talk
- Crisis and Triage Services
- SNAP
- Indigenous Mental Health Services

Autism Services

- Foundational Family Services
- Autism Behavioural Classroom (4-8 years old)
- Urgent Response Services
- Project Impact
- Autism School Support Programs

OAP Core Clinical Services

(with fees)

- Individualized Behavioural Services - Early Behaviour Intervention
- Community Based Behavioural Services
- Skills Building Groups

Mission, Vision, Values

Maltby's goals both long term and short term are noted within our strategic plan. These goals and intentions fall under four strategic pillars:

- 1. Access**
- 2. Inspired People**
- 3. Operational Excellence**
- 4. Partnerships and Integration**



Each of these goals is translated into an Annual Operational Plan. The progress of the Operational Plan is reported on a regular basis to the Board through the ED report, and through the work of the Board Committees.

Qualitative and quantitative evidence is provided through the data report, client feedback, independent evaluation, ministry oversight, and ongoing quality improvement.

In 2024 we will be conducting a refresh of our strategic plan including a review of our current values.



Access

Maltby has five locations in the KFL&A Region.

We also deliver services in 22 service points across the area, including schools, community settings and help to families in their own homes.

1. Kingston
2. Sydenham
3. Northbrook
4. Napanee
5. Sharbot Lake

Walk-in Clinics

Walk-in clinics resumed post COVID - weekly in Kingston and bi-weekly in Napanee and Sharbot Lake locations

French/Bilingual Language Services

The provision of bilingual services continues to be an area of focus for Maltby with French speaking staff across our organization.

Specialist Service Provision

Indigenous Mental Health Therapist

2SLGBTQIA+ Mental Health Therapist

French Language Services



Inspired People

Exciting New Leadership Changes at Maltby!

We were thrilled to have Normandie Wragg join us as our new Executive Director. Since stepping into the role in August 2023, Normandie has displayed unparalleled leadership skills and a deep commitment to our organization's mission. Her dedication to achieving her goals and her seamless transition into her new role have been truly inspiring.

Joining Normandie is Kristen Argue, who started as the Director of People Services in June 2023 and is now the Director of Corporate Services. With a strong focus on Psychological Health and Safety and Collective Bargaining, Kristen brings a wealth of knowledge to her new position. Her expertise will be instrumental in supporting our team and fostering a positive working environment.

Both Normandie and Kristen have been welcomed by Karen Livicker, our Director of Clinical Programs and Services, who has been with Maltby for over 6 years and has tremendous organizational memory, a great sense of humour, compassion and passion for the work that we do.

We are confident that under the guidance of Normandie, Karen and Kristen, Maltby will continue to thrive and grow. Their leadership will undoubtedly inspire us all to reach new heights and achieve even greater success. We are excited for what the future holds and are grateful to have such dedicated and talented individuals leading our team.

Team Learning Events

In September 2023, Maltby hosted a full day learning event at the Italia Canadian Club.

Team Appreciation Event and Long Service Awards

In June 2024, Maltby hosted a summer BBQ to appreciate our teams and to recognize long service awards.

In December 2023, we hosted a Winter celebration party for our staff.

The Calm App

We provided access to the Calm app for staff's mental health.

The Heart of Maltby Newsletter and The Beat

We initiated an organization newsletter, The Heart of Maltby, which serves as a hub for information sharing and our weekly news bulleting, The Beat.

Operational Excellence

Exemplary Standing with Accreditation Canada!

Overseen by the Executive Director, Normandie Wragg, Maltby was accredited by Accreditation Canada with exemplary standing for both our mental health AND autism services.

This was our first time working to the Accreditation Canada standards, having previously worked to those of the Canadian Centre on Accreditation.

Attaining accreditation with Exemplary Standing from Accreditation Canada is important for our organization, our staff, and the community for several reasons.

1. Firstly, accreditation demonstrates that the organization is committed to delivering high-quality and safe services to our clients.
2. It also signifies that we have met or exceeded national standards for healthcare, which can increase trust and credibility with both staff and the community.
3. Additionally, accreditation can help with staff morale and satisfaction, as it shows that the organization values continuous improvement and excellence in care.
4. Ultimately, accreditation with Exemplary Standing can lead to improved outcomes for clients, staff, and the community as a whole.

Achieving 100% of the 546 standards measured, this was an outstanding achievement for Team Maltby. Special thanks to both Deb Hendy and Cailin Scott for leading this process.

Numbers that Matter

2023-2024 FACTS AND FIGURES

Same-day access to therapy

299

children and youth accessed a same-day therapy appointment with a Registered Psychotherapist.

Support at school

80

students were supported in our school-based programs: Nexus, Belong, and ABC.

Right service, right time

66

children and youth accessed our Walk-In Clinic with mental health needs who would've otherwise gone to their doctor or the emergency department.

Access across the region

3124

staff hours spent travelling to clients and families to provide services where they need it.

Help where clients need it

1019

hours of in-home mental health services were provided to children, youth, and families with high-level needs.

Successful transitions

26

students with Autism were successfully supported in transitioning to their home classroom through our Connections program.

Free support

794

families received FREE help registering for OAP numbers, obtaining funding, and other free foundational services relating to an autism diagnosis.

Involved caregivers

91%

of caregivers in mental health services reported feeling they were a valued member of the care team for their loved one.

14

students successfully transitioned from Maltby Centre ECPP classrooms back to their home classroom.

Professional service

10,774

hours of counselling provided to children and youth by Registered Psychotherapists.

Expanding services

2721

hours of direct service provided to clients in Autism Fee for Service programs.

Evidence-based programs

96

clients enrolled in SNAP, an evidence-based, behavioural model teaching children and their parents effective emotional regulation and problem-solving skills.

Coordinated service

3772

mental health staff hours spent coordinating with other service providers to ensure the best care for clients.

Access to mental health services

3118

clients served through our therapy, intensive, targeted prevention, crisis, specialized, and family capacity building services.

Access to autism services

994

clients with autism who participated in foundational, behavioural, or school support services.

Partnerships & Systems Integration

Youth Wellness Hubs Ontario (KFLA)

Delivered by One Roof, in collaboration with Maltby, and other valuable community partners. The focus of the Youth Wellness Hubs KFLA team is to increase rural community outreach programs at various locations. Using the mobile RV unit from KCHC, referred to as "The Porch", the service team has been able to roll into smaller communities to provide outreach for mental health, medical support via the nurse practitioner, including sexual health, and intake for Ontario Works and Ontario Disability Support Program.

Provincial Training Initiative

Through CMHO (Children's Mental Health Ontario) and LAC (Lead Agency Consortium), Maltby clinical staff are involved in a Provincial Training Initiative which began in January 2024. This offers a free opportunity for our registered psychotherapists and supervisors to access training, develop skills, and obtain supervision for two priority areas identified by our training network, which include the lead agencies of Maltby Centre and Children's Mental Health Services – Hastings Prince Edward, and our Core Service Providers.

Kingston Health Sciences Centre (KHSC)

Maltby's triage staff has been working with KHSC to re-vamp the KFLA Centralized Triage form for all Children & Youth Mental Health requests. This will ensure that all medical professionals receive the same form and are provided with the same necessary information to offer intake appointments for youth in need or provide pathways to urgent services elsewhere.

The Maltby Youth Advisory Committee (YAC) kicked off with a bang on November 8, 2023, welcoming three fresh faces and a cool youth facilitator who's a YAC veteran of two years. The YAC gang is on fire, juggling social media projects, organizing a food drive for rural folks, and crafting a fun video showcasing the journey to their office (starting from the bus ride to their spot). Let the good times roll!

The Maltby Family Advisory Committee (FAC) is like the Avengers of parents who have superheroes-in-training benefiting from Maltby's mental health and autism services. They swoop in, capes fluttering, to make sure all the important stuff gets superhero-level attention. Their time and effort are like gold to us - we tip our hats to these mighty guardians!

Partnerships & Systems Integration

The KFL&A Family Advisory Committee (FAC) is the superhero squad championing for families and kids in the KFL&A region. Not only have they whipped up a nifty "Guide to Navigating Your Child's Mental Health Services in KFL&A," they're also on a mission to shake up the provincial government to pump more funds into mental health services. These folks are the real deal!

Lead Agency Consortium

Maltby, as the Lead Agency for children and young people's mental health in the area, is the regional representative at the Lead Agency Consortium. Lead Agencies were appointed by the Ministry of Health and Long Term Care as part of the Roadmap to Wellness and are tasked with moving this system-building work forward for children, youth and families.

RESEARCH

The Complex Patient Project: Stepped Services for Children & Youth with Complex Mental Health Needs

Maltby Centre, together with community partners in KFL&A and surrounding regions, completed a project funded by the Ontario Trillium Foundation - Resilient Communities Fund. The purpose of this project was to evaluate the need for Stepped Services, specifically the need for live-in treatment within the region. The project also evaluated the mental health system as a whole to identify existing gaps and support the development of specific recommendations.

Recommendations:

Key recommendations shared in August 2023 include (1) the urgent need for local live in treatment program(s) in the KFL&A region that will provide step up care from community services and step down care from the hospital, (2) the development and implementation of a stepped care model in KFL&A and (3) building the steps of the care model through programs and services geared to intensive services for clients with complex mental health needs.

Specific recommendations include improving coordinated care and increasing service access, as well as expanded crisis and respite services.

Partnerships & Systems Integration

Maltby Centre Research Publication

We announced the publication of a clinical research project that our agency research team had been working on over the last few years. The team has attempted to therapeutically address emotional regulation through a novel counselling approach to youth on the autism spectrum. The goal was to develop an 8-session model that would be effective in regulating mood.

The model our agency research team developed was published in the September issue of the peer-reviewed journal, Australian and New Zealand Journal of Family Therapy. The title of the manuscript is [A novel psychotherapy for low-needs youth on the autism spectrum with emotional regulation challenges.](#)

The research collaboration included agency staff and other community/academic members (Everett McGuinty/Maltby Centre, Alain Carlson/Nipissing University, John Nelson/One Kids Place, & Cailin Scott/Maltby Centre).

Roadmap to Wellness Task Force

The Roadmap to Wellness Task Force (the Task Force) is made up of over 35 agencies with a stake in child and youth mental health in KFL&A, including members from our Family and Youth Advisory Committees. Maltby Centre leads the Task Force and organizes quarterly meetings.

In January 2024, the Task Force submitted our Service Area Plan to the Ministry of Health, highlighting priority areas in core mental health services as well as community mental health priorities. These priorities were developed in consultation with a broad range of stakeholders, including staff, union representatives, core service providers, Task Force members, Indigenous service partners, families, and youth.

The Task Force will continue to work toward these priority areas in the 2024-25 fiscal year.

Partnerships & Systems Integration

Community Mental Health Plan

As a Lead Agency through Roadmap to Wellness, Maltby Centre was responsible for submitting a multi-year Community Mental Health Plan identifying core service priorities and community priorities for Children and Youth Mental Health (CYMH).

A consultation plan involving feedback from Youth Diversion (Maltby's core service provider), the Roadmap to Wellness Task Force, the Child and Youth Services Planning Committee, Maltby Centre's union and staff, Youth Diversion staff, and the Youth and Family Advisory Committees, was submitted on January 12, 2024, and will guide Maltby's core service work internally, as well as that of the Roadmap to Wellness Task Force.

The CARIBOU Pathway by CAMH

Maltby has been collaborating with CAMH and participating in the CARIBOU research project for the past few years.

Things are starting to get exciting as we plan for a winter 2025 launch of the CARIBOU2 treatment pathway for depression at Maltby. Part of this pathway will involve us working with Dr. Khan, who will be our consulting psychiatrist for the clients in the study!

The CARIBOU Pathway provides an evidence-based approach to treating depression in youth and uses a measurement-based care framework for assessing and monitoring their progress. As an integrated care pathway (ICP) for outpatient youth ages 13-18 (with potential for use up to age 24) with depression, a structured treatment plan for the youth maps the treatment process from start to finish.

The treatment is also collaborative, so youth are involved in decision-making, as are other people who support them, such as family members and their care team.

IIDEA

Indigenization, Inclusion, Diversity, Equity, Accessibility

2SLGBTQIA+

Maltby has been busy shaking things up in the past year with the introduction of AFFIRM CBT-based group for 2SLGBTQIA+ youngsters! The autumn season saw a fantastic in-person group for the 12-14 crew, which was a hit. And guess what? A virtual group for the older gang is in the works!

But wait, there's more! Training sessions are already in full swing for a similar group using the AFFIRM model, but this time it's for the awesome parents and caregivers of our 2SLGBTQ+ clients. Fingers crossed, we're aiming to kick off this group in the coming fiscal year, as long as our staff superheroes are up for the challenge. Let the rainbow adventures begin!

FLS Services and Activities

The provision of bilingual services continues to be an area of focus for Maltby. There are now French-speaking mental health therapists, autism therapists, intensive workers, managers, executive assistants, and program administrators.

Our FLS therapist met with MPP Ted Hsu in June 2023 to discuss French language services in Kingston and how to build on what exists. She also represented Maltby at the opening of the new French Cultural Centre on September 24, 2023, and at the Franco Foire on October 21, 2023, with one of our managers, Deb Hendy.

On January 25th, 2024, Maltby was present at a concentration table for agencies in Kingston that provide FLS services. On Feb 24th, 2024, the Maltby FLS therapist presented at the official Black History Month Celebration Ceremony organized by the Réseau de Soutien à l'Immigration Francophone de l'Est de l'Ontario in collaboration with the Public Service Alliance of Canada and the Department of Defence Visible Minority Advisory Group.

Maltby facilitates a quarterly French language partnership committee and attends local tables along with our FLS partners.

IIDEA

Indigenous Senior Mental Health Therapist

In August 2023, an Indigenous Senior Mental Health Therapist started at Maltby.

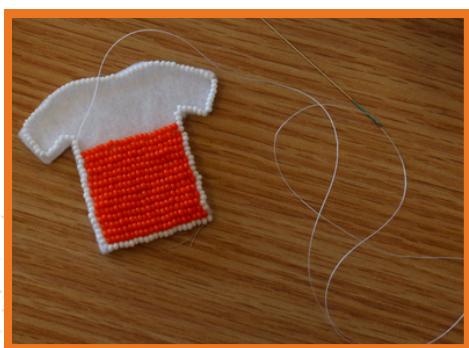
Over the last year, the Indigenous Senior Mental Health Therapist has been working on building community relationships with Indigenous partners and community members in the surrounding areas. In doing so, they have been mapping available resources for youth accessing Maltby services and where/to whom they may be referred for additional support.

They have connected with community Elders and Knowledge Keepers, the Indigenous Wellness Council, the Metis Nation of Ontario, Indigenous workers and others within the Limestone District School Board, IIPCT (Indigenous Interprofessional Primary Care Team), and One Roof.

Our sincere thank you to the Grandmothers of the Indigenous Wellness Council for providing counsel on the development of the role description and for their ongoing support and guidance. Their efforts in this space will continue to leave a legacy for generations.

Truth & Reconciliation "Week"

In recognition of September 30, 2023's Truth and Reconciliation Day, Maltby planned a week of awareness, sharing of knowledge, activities and reflection. Events in the community were highlighted, a film was screened, and an education session took place around acknowledging events which recognize the Indigenous experience.



The "orange shirt" beading workshop for staff in honour of Truth & Reconciliation Day was so successful that a "red dress" beading workshop was scheduled for December 8, 2023, in honour of missing and murdered Indigenous women. The response was excellent and Maltby looks forward to continuing Indigenous craft workshops in 2024/25. Thank you to Metis Nation of Ontario for sharing their skills with us.

The all-staff learning event where the film was screened, shared the powerful stories and voices of Indigenous individuals who have lived through the experience of residential schools. The intention behind this presentation was to deepen our understanding and support for Truth and Reconciliation efforts.

System Shift and Increasing Costs

Maltby Centre, experienced a significant system shift in provincial funding for the autism programs.

The funding for legacy autism programs concluded on September 30, 2023, marking the culmination of the provincial transition to a needs-based, fee-for-service model in autism. This funding shift and reduced revenue impacted our budget for 2024-2025.

Compounding this system shift, we anticipated an increase to our costs in 2024-2025 which exceed our provincial funding allocations and revenue. Our Board was fully engaged throughout this process, and close consultation with OPSEU/SEFPO Local 460 has taken place to address the budgetary impacts.

Maltby Centre was faced with tough decisions to manage our costs effectively. To ensure sustainability of our services, cost reductions were necessary across both clinical and administrative staff.

We continue to have approximately 100 qualified and dedicated staff across our mental health and autism services and our 2024/2025 budget is balanced.

Our Financial Numbers

Note: to access our Audited Financial Statements please visit our website

As at 31 March 2024
000's

%

Revenue

Government of Ontario Funding	13,762	90%
Recoveries and Other Revenue	1,458	10%
REVENUE TOTAL	15,220	100%
Expenditure		
Staff Salaries, Benefits, Training and Travel	11,400	75%
Client Services	2043	13%
Program Costs	260	2%
Building Occupancy	905	6%
Administration, Office and IT	609	4%
EXPENDITURE TOTAL	15,217	100%

Fundraising

United Way

United Way funds our Maltby Transitional Aged Youth Program and each year a member of our staff volunteers their time to coordinate fundraising activities for United Way. Thank you United Way!

Tyler Lambert Foundation

Maltby recognizes the generous support of the Tyler Lambert Foundation and the Tyler Lambert Family.

Rona

In 2023, Maltby partnered with Rona+ in Kingston, spending time in their stores accepting donations and sharing the good work of our charity. Thank you Rona for your support!



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