



“The Youthdale
staff supported
me, and helped
me find a
community.”

Chase,
computer coder,
mental health advocate,
Youthdale graduate.



Message from the Board Chair

2019-20 was another momentous year for Youthdale Treatment Centres. One of the major accomplishments was confirmation of funding by the Ontario Health Team for our new Transitional Age Unit.

This followed a herculean effort by staff and management to prepare a detailed business case for the new unit. We solidified our model of service delivery and hired staff for the new unit, which is anticipated to open early in fiscal year 2020-21. We are proud to be able to offer this new program, which will provide much needed services to transitional age youth and their families. We also welcome the new staff to our Youthdale family.

At the end of the year, we wished our outgoing Chief Executive Officer (CEO) Debbie Schatia all the best as she transitioned to a new role outside of Youthdale. I had the pleasure of working closely with Debbie for over two years.

Debbie took over as CEO after our founder, Dan Hagler retired. She poured her heart and soul into our organization and was a pleasure to work with. Her efforts to modernize our policies and practices, establish a new strategic plan, and prepare the business case for the new unit was much appreciated by the Board of Directors and staff. We welcomed John Flannery as our interim CEO for a year while we prepared for the new CEO search.

Closing out the year was the arrival of the COVID-19 global pandemic. This unexpected curveball created many challenges and forced us to consider new ways of providing services to our clients. I am incredibly proud of the way staff came together to deal with these challenges, and the way they proved yet again that their passion for service excellence cannot be diminished, even in the face of a pandemic! I would also like to spotlight senior management for their incredible leadership and collaboration during these difficult times.

A big thank you also to my colleagues on the Board of Directors, for their commitment and time supporting and shepherding our great organization. And also to our funder, the Government of Ontario, for its continued support of our services and demonstrated commitment to the mental health sector overall.

An organization is put to the test during trying times, and I'm honoured and humbled to be a part of a team that demonstrated such commitment and determination this past year.

The staff at Youthdale is second to none, so my final word of thanks goes to them, for their passion, dedication, and perseverance.



Sincerely,

Laura Jamer
Board Chair

Condensed Statement of Operations

	2019/20	2018/19
	(000s)	(000s)
Revenues		
Ministry of Children and Youth Services	11,838	11,821
Per Diem	879	1,313
Ministry of Health and Long Term Care	4,064	5,154
Other	1,098	1,047
Total	17,880	19,335
Expenses		
Salaries and Benefits	11,773	13,285
Building Occupancy	4,266	4,182
Other	1,886	1,999
Total	17,925	19,466

These statements are excerpts from the Audited Financial Statements for Youthdale Treatment Centres. The above amounts are a consolidation of the following Financial Statements: Youthdale Treatment Centres – Toronto Region; Youthdale Treatment Centres – York Region; Youthdale Treatment Centres – Toronto Region Intensive Support & Supervision Program; and Youthdale Treatment Centres – Enhanced Psychiatric Services. These statements should not be considered complete without the notes to the Audited Financial Statements.



Chase, computer coder, mental health advocate, Youthdale graduate.

Chase explains how Youthdale changed their perspective on life.

Youthdale was the first step in recovery from my childhood. Once I settled in, I thought, so this is what family feels like. I felt safe, people noticed what I did, and they cared about my feelings. There was a schedule, we did chores together, and there were rules. It made sense. For the first time, I felt like I had people in my corner.

I experienced a lot of new things while I was at Youthdale: my first non-religious school, my first computer course, and so much more. For the first time in my life I wasn't isolated from the rest of the world.

My first trip to Youthdale Camp was challenging. I was one of the older kids, so I was made a CIT (counsellor in training). I wasn't ready for this. I was still struggling myself so, while it was a lot of fun, it was tough. I fought a lot with a CIT in my cabin who was quite aggressive.

was asked of me when out in public, but I never really felt comfortable. In private I'd pretend there were no boundaries.

I met my first trans/non-binary person at Youthdale. This was when I found out that trans people existed. I thought, hey, you can do that? And then I thought, I'm one of those. The Youthdale staff supported me, and helped me find a community.

The Youthdale staff was great, but I still had to advocate for myself. I was always challenging the "system." In the future I'd like to be in a position to work at dismantling and reshaping these systems. That way, I could help many other kids.

I was an excellent student in grade school. It was in adolescence and the transition to high school where things shifted for the worse.

My parents weren't emotionally aware, and when you're the youngest of eight kids, there's a lot going on. It seemed like our home was all chaos. My siblings bullied me constantly and told me I was stupid. When I brought the issue to my parents, they said I was whining too much.

We didn't have much, but we all went to private school. I wore hand-me-downs all the time. Showering was only expected for the Sabbath and religious holidays. My parents followed where life took them, and didn't seem to notice my issues.

By grade 10, I'd been admitted to emergency a few times, and had spent two weeks in hospital. I was emotionally isolated, deeply depressed, and suicidal. I sought the support of staff at school, but that only went so far.

I was also cutting and scratching myself. It started with using a blade on the back of my hand lightly, and progressed to "smuggling" blades and using whatever I could find. It was a distraction, and something else to think about: making cuts, having them hurt, and hiding them.

I think the final straw for my parents was when I stayed in bed for a few days straight. The psychologist I was seeing at the time was the first I had actually connected with. They suggested Youthdale.

My parents' religious concerns superseded their therapeutic questions. "Was it kosher, how did the co-ed situation work," things like that. So here I am, 16 and highly orthodox, and I'm now in a Youthdale house.

For better or worse, I've always worked well with authority and like following rules. There are house rules – lots of them – and this was new for me.

Youthdale insisted on family meetings. These didn't help me, as my parents were part of the problem. I went home on weekends early on, as this was standard practice, but it wasn't good for me either. It took a while for the staff to believe me. This is one of the things I've pushed for – staff must believe the kid, even if they don't see it.

On one particularly tough day, I didn't want to go to school. I was told I must, so I rode the subway all day instead. I returned to the house that afternoon feeling much better, but then I had to speak to the police. While this was protocol, I found it to be heavy-handed in my case. I made sure to follow-up on this point with staff.



My second summer at camp was much better. I found a friendship with the CIT I'd fought with the first year. The four of us in our CIT cabin had a fabulous time together. I'm proud of how that summer went.

Until recently I didn't understand my own identity. How do you know you're a guy? How do you know you're a girl? Because someone told you so? Some people don't like trucks, and some people don't like make-up.

There was no flexibility in dress code in my family. Religion played a huge part in this. I tried to enjoy what was expected, and I tried to look nice. I did what

I continue to work on my interpersonal and coping skills. I still have depression, but I'm much happier now. I dress in clothes that make me feel comfortable. I live with my brothers, and we get along well.

My goal in sharing my story is to help others get the support I got, whether or not they have the people skills to advocate for themselves. Kids need to be kids. They need love and support, and they need people who believe them. To them I say demand the support you deserve, and fight for your own autonomy.

Youthdale Career Milestones

Youthdale wouldn't be Youthdale without the dedication of its staff. Here are the staff who are celebrating major career milestones at Youthdale this year:

- **Lesley Edge** – *30 years of service*
- **Donnie Finlayson** – *25 years of service*
- **Donna MacLachlan** – *20 years of service*



PURPOSE

Empowering young people with complex mental health needs to achieve a more hopeful future

STRATEGIC PILLARS Each has an SLT Lead

QUALITY

Deliver the highest quality client-centred care
Ensure our models of care are evidence-informed

PARTNERS

Strengthen strategic partnerships

PEOPLE

Be an employer of choice

FINANCE

Build our financial strength

STRATEGIC OBJECTIVES

Improve the scope and quality of our services
Deliver seamless transitions and access to care
Partner with clients and families to integrate their voices
Build an inclusive environment that embraces diversity

Pursue opportunities for health system integration
Explore academic and research partnerships

Recruit, grow and retain top talent
Nurture learning and development opportunities
Strengthen our culture through employee engagement

Be cost effective and efficient
Pursue new funding and fundraising opportunities

ENABLERS Across all of our strategic pillars, there are foundational enablers that will be critical to supporting the achievement of our Strategic Plan

Information Management & Technology

Apply a more rigorous approach to our data collection, measurement, and reporting processes
Strengthen information management systems and processes to continuously improve our clinical practices
Explore new approaches with technology to provide tools and information

Communication

Communicate with our clients, families, staff, public, and partners to build the collective understanding and awareness of what we do and how we are progressing on our strategic plan

Continuous Improvement

Drive outcomes and improve efficiencies
Create an infrastructure to lead and support improvement activities
Build capacity for staff and physicians at all levels of the organization
Actively manage the change process

Policies and Procedures

Ensure staff understand their roles and responsibilities in supporting Youthdale's purpose and strategic objectives

GUIDING PRINCIPLES Statements that guide organizational thinking and actions

Deliver Outstanding Service • Hear the Client Voice • Build Bridges and Share • Take Small Steps to Achieve Big Change • Challenge the Status Quo • Celebrate Diversity • Live with Compassion



Youthdale Treatment Centres Board of Directors

Laura Jamer
Chair

Lori L. Messer
Vice Chair

Tylar St. John
Treasurer

Dan Dedic
Secretary

Directors

Amar Amarnath
Alice Charach

Gigi Dawe
Jennifer Poh

Tom Moutsatsos
Srusti Pandya

Mary-Lynn Oke
Michael Smele

Lisa Robart
Dale Clement

**Youthdale – helping
young people and
their families
for more than
50 years.**

Youthdale is recognized across Canada and worldwide for its success treating children with the most complex mental health needs.

Youthdale has helped tens of thousands of children and their families find their way when they needed it most.

Youthdale's services include crisis support, psychiatric and psychological assessment, medication and treatment evaluation, education, residential treatment, and a child and youth sleep clinic.



Compassion, Innovation, and Hope.

229 Yonge St, Suite 300, Toronto, ON M5B 1N9
Phone: 416-368-4896 www.youthdale.ca