



A New Horizon: Creating Hope Here

Annual Report 2022





Out of deep respect for Indigenous peoples of Canada, Youthdale Treatment Centres recognizes that its work, and the work of its community partners take place on traditional Indigenous territories across the province.

We acknowledge that there are 46 treaties and other agreements that cover the territory now called Ontario. In Toronto, we are situated on the land covered by Treaty 13 held by the Mississaugas of the Credit First Nation and Toronto is subject to the Dish with One Spoon covenant. We acknowledge that Youthdale's Re-Entry program in Magnetawan is situated on the land covered by the Robinson-Huron Treaty 61 and the Williams Treaty.

We are thankful to be able to work and live in these territories. We are thankful to the First Nations, Metis and Inuit people who have cared for these territories since time immemorial and who continue to contribute to the strength of Ontario and to all communities across the province.

In memory of the thousands of children who were sent to residential schools, for those who never returned and in honour of all the families whose lives were forever changed.

*May we never forget. May we learn.
May we do better. May we be better.*



Introduction

Youthdale continues to be a leader in its field, integrating treatment with families in the community for over 50 years. As one of the founding members of the children’s mental health movement in Ontario, we pride ourselves on providing compassionate care for those who need it most. We are proud to have persevered through ongoing difficulties related to the pandemic, always standing with children, youth and families who face systemic challenges accessing help and finding hope.

We have made significant efforts to grow and strengthen our staff team in 2021-2022, and with the support of our steadfast Board, Youthdale is ever increasingly capable of adopting best clinical practices, developing services to meet the needs of our families, enhancing competencies to deal with complex client needs, and improving our program and service delivery with a focus on quality to ensure better outcomes.

Youthdale’s recently refreshed strategic plan will guide us in serving the community dealing with long-term impacts of the pandemic into the coming years – the need for quality mental health and addiction services is greater than ever and unfortunately still on the rise.

Last year, we recognized that the time to refresh, rebuild, and reset was “now;” this year we look toward a new horizon of stability. With a highly collaborative interprofessional team working hard each and every day, and an emphasis on client and family representation at all levels of Youthdale’s decision making, we are truly committed to **creating** hope here.

“Amazing staff and environment, engaging programs, welcoming, and fit my needs very well.”

– Client/Caregiver Feedback (OPOC)



A message from the CEO



As I take a moment to reflect upon this past year, I am enormously grateful to our staff whose positive impact on so many children, youth and families is the foundation of all of our achievements we continue to have, despite the significant challenges we have been faced with throughout the last couple of years.

Youthdale Treatment Centre has been defined by our ability to pivot rapidly while still striving towards quality of care for children, youth and families requiring mental health support. In the year we have just been through, Youthdale has been defined by our perseverance in supporting our community despite the overwhelming challenges of fighting a pandemic at its peak.

We are extraordinarily proud of our courageous and passionate team who continue to step up consistently to ensure children, youth and families have the support they need despite the systemic challenges (including staffing challenges) the pandemic has brought on. The staff who dedicate their careers to Youthdale have been faced with significant challenges during the pandemic which is why, now more than ever, our focus is on sustaining and stabilizing our staff team. Despite significant funding limitations, we are committed to supporting the health and wellness of the amazing people who work at Youthdale.

In addition to an incredible staff team, as CEO, I have also been very fortunate to have had the support and guidance of a strong, and committed Board of Directors. Your loyalty to children and youth services has provided nothing short of diligent governance oversight. Together we have navigated through significant uncertainty in the midst of a pandemic, resource pressures all while ensuring Youthdale continues to provide the best quality of services available to our children, youth and families.

Making the best possible use of the public resources entrusted to us is important at Youthdale. As a result, this year we engaged and completed a strategic refresh. A refreshed strategic plan will ensure Youthdale continues to meet evolving needs and demands within the community, especially as we continue to see the long-term impacts of the pandemic including a higher need for quality mental health and addiction services.

We are very excited to share that our new strategic plan has heightened our focus on quality to ensure it is always at the core of all that we do—whether it is gaining a better understanding of the children, youth and families who turn to Youthdale for help, adopting best clinical practices, developing evidence-informed services to meet their needs, enhancing and aligning staff competencies with the increasingly complex needs of our clients, or transforming our business practices to support improved service delivery and outcomes for kids.

Despite the pandemic challenges, continued hard work and significant shifts to align with evidence-informed practices in the last year, we continue to make significant strides to align and modernize our agency to support our community as it aligns with key changes that have been accelerated by research and needs.

Last but definitely not least, I will end with an expression of appreciation to the people who use our services. You all truly inspire us to do our best each and every day.

Sincerely,
Mamta Chail

A message from the Board Chair



Another year comes to a close, marking a series of achievements and steps forward at Youthdale Treatment Centres. Despite facing continued challenges during a global pandemic and an increased demand for critical mental health services and support, the staff at Youthdale have been unwavering in their dedication and commitment to the clients and families we serve.

Under the continued leadership of Mamta Chail, CEO, along with a strong senior leadership team, Youthdale has been enhancing its service delivery, updating policies and practices, and working hard to deliver an updated strategic vision that will steer the organization well into the future.

I wish to thank the Government of Ontario for their continued support of the work and services delivered at Youthdale. This partnership has been critical to the success of our agency, and we appreciate the guidance and stewardship our Ministry partners provide.

I also wish to thank our Board of Directors for their time, energy, and commitment to this organization. Each Director brings a unique perspective and set of skills which helps shepherd the organization. I have had the honour of being Chair now for four years, and as my term comes to a close, I know Youthdale will select an outstanding and committed next Chair to guide and steer the governance of this great organization.

My final thanks, as ever, go to the staff of Youthdale. Your tireless work, your dedication to those needing support during critical moments in their lives, and your willingness to go above and beyond continue to impress and humble me and my fellow Board Members. The work you do makes a real difference every day in the lives of so many. It has been an honour and privilege to be the Chair of Youthdale's Board for the last four years. Thank you for all that you do. I can't wait to see what comes next.

Best,

Laura Jamer

Agency's Legacy Program comes to an end: Re-Entry Program

Youthdale's Rural Treatment program began in the early 1970s set on a scenic remote property with a large private lake near Magnetawan, Ontario. Located approximately three hours north of Toronto, the program name Re-Entry reflects the first step for youth returning to their communities. Youth come to such an environmentally secure setting to give them time away to work on the issues that are keeping them from success at home.

The rustic Re-Entry homes became a place where strong connections were made and treatment goals were met. Re-Entry combined an outdoor learning experience with traditional residential treatment. The clients attended school on site, and academics were integrated with the hands-on learning of running a hobby farm and daily upkeep of the necessities. For instance, clients and staff were responsible for making sure there was wood for the stoves, water to drink, as well as daily completion of schoolwork.

By the mid-1990s, the Re-Entry clients moved into beautiful cottage style homes with all of the modern amenities. The day-to-day operational activities were replaced with more academic focused programming. The clients continued to take care of the smaller number of animals and although the outdoor learning experience was still a large part of the Program, the treatment milieu became more focused on the best practices of the larger children's mental health community. The youth had the opportunities to spend more time in our local area, attending cultural celebrations, church, volunteering, and completing school co-op placements.



In the early 2000s, the Program expanded again with a third cabin opening and, with the help of the clients and staff, a new school house that would give them more learning opportunities.



The Re-Entry program and all its uniqueness supported many youth and although its isolation was not for everyone, it is certainly a memory that will stick with all of our clients and staff.

As trends have shifted over the years, we made significant adjustments to the Program, and aligned with research and best practices, are making every effort to keep children and youth close to home. The number of clients appropriate for this remote program have steadily decreased due to programming limitations and complications rooted in the rural nature of the location.



As we continue to shift and adapt to the changes brought on by emerging trends, the pandemic, research and our strategic direction, Youthdale is responding to the decrease in demand for remote placements while shifting our focus on providing clinical and service excellence rooted in quality. Therefore, after a lengthy and careful operational and financial assessment, it has been determined that the agency's Re-Entry Program will close services by August 31, 2022.

Though there are emotions due to the closure of a legacy program, we are excited about this opportunity to redesign and be part of a greater system where children, youth and families are receiving quality of services that meet their level of mental health need, ultimately receiving the right care at the right place and time.

Agency Highlights

Organizational Updates



A New Youthdale. A New Plan.

The Strategic Plan has been updated to meet the continually changing needs of children, youth, families and caregivers, and shifting internal and external dynamics that are reshaping the environment within which Youthdale operates. The refreshed plan captures our vision, mission, objectives and defines what we will focus on to achieve them, including creating a clear and decisive vision for Youthdale's future and alignment of Youthdale's role in the system to meet current and evolving needs in the best interests of children and youth.



Branding and Awareness

Communication strategies and rebranding efforts have been initiated, enhancing Youthdale's presence through community initiatives, the launch of social media platforms, and a modernized website.

We have built and established community relationships to increase our profile and raise awareness of the organization. Youthdale continues to engage in system-level work to elevate our mission, vision and strategic goals.



Equity, Diversity, Inclusion, Belonging, and Justice

Youthdale continues to support an inclusive environment that embraces diversity to ensure ongoing anti-racism and anti-oppressive approaches, cultural competence and health equity through regular EDIB Committee Meetings, community initiatives and the hiring of an EDIB manager to advance strategic objectives. The Committee engages broad representation from across the organization to promote and foster an equitable, diverse, inclusive and safe culture for staff, clients and families. This includes providing guidance in the development of policy and the planning and implementation of staff and service related initiatives.



Program Evaluation

Youthdale has completed extensive reviews on its services. The purpose of the reviews were to establish the programs' current clinical frameworks and make recommendations related to the programs' strengths and areas of improvement, with related quality improvement initiatives well under way.



Reimagined Transitional Psychiatric Unit Service

Youthdale has re-imagined the Transitional Psychiatric Unit, providing intensive services for clients ages 10-18. The purpose of the program is to help clients with serious emotional and behavioural challenges who require a therapeutic setting. The service provides intensive mental health stabilization, assessment, medication consultation, and treatment with the goal of successful community reintegration.



Implementation of a Suite of Evidence-Informed Tools

Standardized, evidence-informed tools enhance the consistency and objectivity of assessments and placement, treatment and transition decisions. Data-informed decision making, measuring performance and assessing client outcomes is essential to ensure clients receive appropriate and effective mental health services. Better data will lead to improved services and new opportunities.

The agency has implemented an evidence-informed suite of tools into our practices that include screener, assessment, perception of care, performance and outcome measurements. Recently launched initiatives include:

- Greenspace, an evidence-based online platform that facilitates measurement-based care with customizable assessments, that involves the routine collection and use of client reported progress measures throughout and post-treatment to help guide decisions.
- CALOCUS and LOCUS, the (Child and Adolescent) Level Of Care Utilization System, are instruments that are a method of quantifying the clinical severity and service needs of clients across six dimensions and provides a process that facilitates the development of consensus on level of care determination.
- OPOC, the Ontario Perception of Care Tool asks clients, parents and guardians direct questions about the care experience in relation to current quality standards that inform continuous service delivery quality improvement.



Data-Informed Decision Making

Youthdale headlined the Knowledge Institute on Child and Youth Mental Health and Addictions Quality Connect Series on March 23rd. Quality improvement initiatives relating to streamlining processes and the incorporation of a suite of evidence-informed tools to inform placement, treatment and transition decisions was presented to 16 other agencies.



Client and Family Engagement

Client and Family Engagement is clients, families and professionals working in an active partnership in direct care, organizational design and governance. It is built on the premise of expertise by experience and involves sharing and soliciting input with clients and families. It is an approach that fosters respectful, compassionate, culturally appropriate, and competent care that is responsive to the needs, values, beliefs, and preferences of clients and their caregivers.

Youthdale has actively partnered with clients, families and caregivers on revised policies, procedures, service improvements and new programs via focus groups, interviews, a newly formed client and family advisor pool, and standing memberships on Youthdale Committees. We are also very pleased to announce that a client and parent have joined our Board of Directors, ensuring the client voice is heard and incorporated through all levels of the organization.



Sanctuary Model

The agency is moving forward with an evidence-informed model of organizational change focused on creating a trauma-responsive community that will align with Equity, Diversity, Inclusion and Belonging objectives.

A 3-year certification process has started in our commitment to shift our culture to evidence-informed practices and trauma-informed care. Expected outcomes include the incorporation of trauma theory into practice and a cohesive clinical framework, shared language and knowledge, fewer incidents, stronger assessment regarding trauma and more responsive and targeted interventions leading to a reduction in trauma symptoms.



Enhancing Inter-Professional Collaboration and Team Based Care

Inter-Professional Collaboration is a shift from organizing the delivery of care based on profession-specific roles to organizing care as a team, based on the recognition of overlapping competencies and the sharing of responsibilities with outcomes of increased collaboration, coordination and communication to support disciplines working to their scope of practice.

Condensed Statement of Operations

	2021-2022	2020-2021
REVENUE		
Ministry of Health	12,828,335	12,649,428
Ontario Health	5,242,846	4,601,426
Ministry of Children, Community and Social Services	663,731	632,556
Per Diem Services	113,780	318,978
Other	356,219	235,049
Total Revenue	19,204,911	18,437,437
EXPENSES		
Salaries & Benefits	12,314,675	12,288,444
Building Occupancy	4,616,105	3,693,937
Service Delivery	668,509	1,021,590
Administration	1,776,697	1,620,161
Total Expenses	19,375,986	18,624,132
Deficiency of revenue over expenses	(171,075)	(186,695)

These statements are excerpts from the Audited Financial Statements for Youthdale Treatment Centres. These statements should not be considered complete without the notes to the audited financial statements. The full audited financial statements are available on the Youthdale public website.

By the numbers

A year in review

1613

Clients supported through crisis support services

893

Clients admitted into services

16%  increase

585

Specialized assessments and consultations provided

15

Average age
Ranges from 6-24

Clients with:

Complex Presenting Needs

95%

Emotional Presenting Needs

70%

Psychiatric Presenting Needs

62%

Behavioural Presenting Needs

50%



OPOC Client/Caregiver Highlights

The Ontario Perception of Care (OPOC) is a tool designed and validated by the Centre of Addictions and Mental Health (CAMH). The tool aims to measure the perception of care of clients attending an agency.

94%

of caregivers reported positive feedback as to perception of their loved one's care

100%

of clients and caregivers believe the services at Youthdale are of high quality

81%

of clients felt they have a plan that will meet their needs after they finish their program