

"If we don't change, we don't grow."

– Gail Sheehy

Change is
OUR ONLY
constant

Annual Report 2022–2023



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 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

At Youthdale Treatment Centres, we understand that change is not just a constant; it's our engine for excellence. It's the force that drives us to continually enhance our treatment for young people facing the highest levels of acuity.

Recognizing that the landscape of youth mental health is in constant flux, we place paramount importance on change. We adapt to evolving trends because we know that keeping pace is essential to effectively supporting our clients. We pride ourselves on providing compassionate care for those who need it most, always standing with children, youth and families who face systemic challenges accessing help and having hope.

In a changing landscape, we are investing in our team's growth, staff development, and well-being, and ensuring our employees have the tools and knowledge to thrive in a dynamic environment.

Youthdale's strategic plan continues to guide us in serving the community with flexibility – our key to success. Change requires and empowers us to be flexible, meeting the ever-evolving needs of each young person we serve, regardless of how those needs may evolve over time.

Last year we ventured toward a new horizon of stability. This year, we turned our focus toward harnessing the power of change to continue making a profound impact on the lives of young people and their families. We continue making it possible for people to find hope here.

“*The unwavering support of the incredible staff and dedicated teacher at IEDP wasn't just helpful; it was game-changer. The wisdom they shared and the meaningful goals set together made all the difference. Their patience, kindness, and genuine care created an environment where I felt comfortable, safe, and supported. Without them, I wouldn't be where I am today and I can't express my gratitude enough.*”

— Patient, Intensive Extended Day Program

A message from the CEO & Board Chair



We are pleased to present the 2022–2023 Annual Report, a testament to our collective achievements, highlighting the impactful work we continue to do in the field of child and youth mental health with the unwavering spirit that defines Youthdale. We are dedicated to improving the lives of young individuals by addressing their mental well-being and fostering a brighter, healthier future. As we reflect on the past year, it is clear that the dedication, resilience, and innovative approach of our staff is at the heart of our continued success.

In a year marked by both continued challenges and opportunities, our staff came together to navigate yet another year of uncharted waters. For the third consecutive year, the agency experienced a drastic increase to the need and demand for acute mental health services. As a result, we continued to pivot policies and practices to ensure we were able to treat youth with the highest level of mental health complexity in the community. As an organization we looked at evidence-informed practices and transformed programming, quality initiatives, treatment modalities and models of care to ensure that all youth received the highest quality of care while accessing Youthdale's services. As an organization we remain steadfast in our commitment to our vision of 'Healthy young people, thriving futures.'

We are very proud that despite significant challenges related to the aftermath of the pandemic we continued to successfully implement our strategic plan as we focused on our Year 2 objectives and key results. Our incredible outcomes demonstrate the effectiveness of our strategic initiatives and our ability to adapt to evolving needs and demands while continuing to provide the right service, at the right time and place.

Behind our many outcomes lies the key to our success — our team. The dedication, expertise, and passion of our staff continue to support our services and transformation as an agency. Our team of passionate administrative staff and mental health professionals, leadership team and our Board of Directors have worked tirelessly to create a safe space where young people can thrive. Your commitment to our cause has enabled us to create a ripple effect of positive change in the lives of the many children and youth we continue to provide care for.

Looking ahead, we are excited to continue our journey of advocacy, awareness, and excellence for child and youth mental health. Your ongoing support allows us to continue to expand our reach, break down barriers, and ensure that every young person will 'find hope' at Youthdale and as a result, engage in our collaborative support and professional therapeutic service leading them in their journey to wellness.

Warmly,

Mamta Chail
President and CEO

Michael Smele
Chair, Board of Directors

Our Strategic Plan 2022–2026



OUR VISION

Healthy young people, thriving futures.

Every day we support children and youth with significant mental health difficulties achieve overall health and well-being. We engage the whole person – mentally, physically, and emotionally.

We imagine a day when young people are confident and flourishing, caregivers and chosen families are transformed, and communities benefit from the positive impact.



OUR MISSION

For young people with severe mental health difficulties and their community: Support the journey to wellness with professional therapeutic services and collaborative support.

We recognize that each child and youth we serve is unique. Their significant, persistent and/or severe mental health difficulties have impacted their functioning within home, school, or community.

We create a safe and inclusive place to engage with our child or youth's support system. We equip young people and their community with a meaningful, evidence-informed toolkit. Our integrated team of professionals work together, and connect with community providers, to support the continuum of care.

OUR ENABLERS



To be successful in our mission, these enablers will ground us:

Culture of Connections

**Equity, Diversity,
Inclusion & Belonging**

**Family & Youth
Engagement**

OUR GUIDING PRICIPLES



Deliver outstanding service

Provide the highest quality of care to meet the unique needs of those we serve



Build bridges and share

Create meaningful connections with and among our partners



Hear the client voice

Genuinely seek to understand our clients' and their families' needs



Take small steps to achieve big change

Through collective efforts, drive a positive impact in our organization and the sector



Celebrate diversity

Create a place where everyone feels welcome



Challenge the status quo

Always be curious and bring creativity and fresh thinking to everything we do



Live with compassion

Bring authenticity and kindness to nurture a positive atmosphere

Agency Highlights



Accreditation

As part of the accreditation program, the organization underwent a rigorous evaluation process in September. Following a comprehensive self-assessment, external peer surveyors conducted an on-site survey during which they assessed the agency's leadership, governance, clinical programs and services against Accreditation Canada requirements for quality and safety.

These requirements include national standards of excellence; required safety practices to reduce potential harm; and questionnaires to assess the work environment, patient safety culture, governance functioning and client experience. Results from all of these components were considered in the accreditation decision.

The organization attained the highest level of performance, Accredited with Exemplary Standing, achieving a perfect score in meeting the requirements of the accreditation program meeting 100% of 569 applicable standards, demonstrating excellence in quality improvement.



External Conferences

Youthdale was selected twice and presented at quality improvement conferences across all mental health and addiction agencies in Ontario, as part of the annual QI Innovation Conference.

On April 12, 2022, the Knowledge Institute on Child and Youth Mental Health and Addictions partnered with AMHO, CMHA and Ontario Health to host their 2nd QI conference with a focus on QI innovation: Better Data, Better Decisions, Better Outcomes. Youthdale's presentation was titled "Streamlining Intake Processes using Evidence and Data-Informed Decision-Making"

In 2023, Youthdale participated for the 2nd year in a row after a successful application and presented "Utilizing Data and Quality Standards to Guide Treatment Planning" to the health and addictions sectors.



Implementation of a Suite of Evidence-Informed Tools

The agency continues to move forward with transforming the delivery of services to evidence-based practices in order to achieve clinical and service excellence with the successful ongoing implementation of a suite of evidence-informed tools.

Youthdale's work has been widely recognized in the sector and the agency has been invited to speak to many clinical teams at child and youth mental health organizations about our ongoing quality improvement efforts.



Equity, Diversity, Inclusion, and Belonging

Youthdale has hired its first Equity, Diversity, Inclusion and Belonging (EDIB) Manager and has developed a comprehensive work plan of EDIB initiatives for the upcoming year, with an emphasis on learning and fun. The agency organized many educational events and celebrations in 2022/23 and we were thrilled to have had Paul Jones, Raptors broadcaster and announcer, join us for a talk on Black Excellence with Youthdale staff and clients as part of Black History Month events.



Sanctuary Model

Many of the young people Youthdale Treatment Centres support have experienced significant stress and trauma in their lives including abuse, neglect, loss of a loved one, and witnessing violence or bullying. The Sanctuary Model is an organizational framework that helps us understand trauma and how it affects people. It is about asking, “what happened to you?” instead of “what’s wrong with you?”

Youthdale continues with its commitment to fostering a trauma-responsive community and has been meeting regularly while providing trainings, retreats and education as part of our 3-year Sanctuary Model certification process.



New Live-In Treatment Short-Term Model

The agency has launched a new short-term (3-6 months) treatment model for Live-In Treatment and Day Treatment Programs. Clients participate in 6-12 individual sessions while families have the option of attending group programming focused on attachment styles, psychoeducation and coping with distress etc. This is followed by 6-12 family therapy sessions focused on Emotion Focused Family Therapy.

The new model will embed evidence informed treatment along with decreasing the length of stay for clients, increasing the intensity and effectiveness of treatment, leading to more positive outcomes and quicker reunification with caregivers and return to the community. Clients and caregivers are supported at discharge and with the transition by the Aftercare Team.



Secure Treatment

Youthdale is working on a provincial steering committee to create a secure treatment framework that is based on evidence-informed practices that is streamlined and coordinated with the other three secure treatment facilities in the province.

The provincial working group has commenced work on creating standards for child and youth mental health secure treatment programs in partnership with the Knowledge Institute on Child and Youth Mental Health and the Ministry of Health. All secure treatment programs will be expected to offer both emergency admissions as well as court-ordered admissions, which will include a significant shift to our model on the Acute Support Unit.

Aftercare Program: Our First Year

Recognizing the invaluable feedback from our youth and their families/caregivers, Youthdale has embarked on a transformative journey with the launch of our Aftercare Program on October 11, 2022. This vital initiative aims to bridge the gap that has been identified in our continuous improvement efforts.

While our intensive services have garnered praise for their effectiveness during program durations, we are now committed to extending this support beyond discharge. With a multi-disciplinary team comprising psychiatry, nursing, social work, and child & youth counseling, our Aftercare Program provides comprehensive support over a three-month duration.

By fostering seamless treatment continuity, preventative intervention, and sustained progress, this program reflects our unwavering dedication to holistic well-being and addresses the critical need for ongoing care. In the fiscal year 2022-2023, we have proudly served 29 clients through this program, witnessing its tangible benefits in fostering lasting positive impact.

The Aftercare team Social Workers also supported the Centre for Individual and Family Therapy (CIFT) and Live-In Treatment (LIT) programs to ensure individual and family counselling occurred at times of staff turnover. The Aftercare team has assisted the inpatient unit and day treatment programs by facilitating Dialectical Behaviour Therapy (DBT) groups.

The program has been successful in advocating for youth who require housing support collaborating with community services providers. Client meetings have occurred between Aftercare staff and clients in various settings such as attending a drop-in art program, attending home visits, and walking within various communities to which the client identifies (2SLGBTQ+). Clients on the ASU received virtual service navigation even outside of the Greater Toronto Area.

At this time, Ontario Perception of Care (OPOC) surveys show a 100 percent client satisfaction rate. Youth who continued to utilize emergency support while involved in the Aftercare Program were connected with next step services such as a trauma program with The Hospital for Sick Children, and developmental sector services.

In essence, our Aftercare Program bridges the gap between intensive treatment and sustained well-being. By providing ongoing treatment, support, and skill development, it empowers individuals to lead healthier, more fulfilling lives while reducing the burden on acute healthcare services.



Benefits of the Aftercare Program include:



Continuity of Care

The Aftercare Program ensures a seamless transition from intensive treatment to daily life. It offers young people ongoing support and guidance, helping them integrate the strategies, coping mechanisms, and skills acquired during treatment into their day-to-day routines.



Sustained Progress

Recovery from mental health issues is not a linear process. The Aftercare Program provides consistent monitoring and intervention, reducing the risk of relapse and ensuring that individuals continue to make progress in their healing journey.



Individualized Support

Aftercare is tailored to each individual's needs and challenges. This personalized approach allows for targeted interventions, addressing specific triggers, setbacks, and emerging issues that might not have been fully addressed during the initial treatment phase.



Preventative Approach

Our Aftercare Program focuses on preventing crises before they escalate. By recognizing signs of distress early and offering timely interventions, our program will help individuals manage challenges effectively, reducing the need for more intensive interventions down the line.



Skill Reinforcement

Learning new coping mechanisms and skills during treatment is essential, but putting them into practice in real-life situations can be challenging. The Aftercare Program provides a platform for individuals to reinforce and refine these skills, enabling them to navigate stressors and triggers with greater confidence.



Long-Term Resilience

The Aftercare Program instills resilience by teaching individuals to manage setbacks, triggers, and stressors that may arise over time. This empowerment equips them with tools to navigate future challenges more effectively.



Reduced Hospitalizations

With ongoing support, individuals are less likely to reach a crisis point that necessitates hospitalization. This reduces healthcare costs and promotes a higher quality of life for those in recovery.



Family Involvement

The Aftercare Program can involve families and loved ones in the recovery process. This support network plays a pivotal role in maintaining stability and fostering positive relationships.



Improved Quality of Life

Ultimately, aftercare after an intensive program contributes to an improved overall quality of life. It empowers individuals to manage their mental health more effectively, enhancing their ability to engage in fulfilling relationships, pursue educational and career goals, and participate actively in their communities.

Condensed Statement of Operations

	2022-2023	2021-2022
REVENUE		
Ministry of Health	12,477,885	12,828,335
Ontario Health	5,347,860	5,242,846
Ministry of Children, Community and Social Services	509,150	663,731
Per Diem Services	44,742	113,780
Other	186,623	356,219
Total Revenue	18,566,260	19,204,911
EXPENSES		
Salaries & Benefits	11,584,372	12,314,675
Building Occupancy	4,953,123	4,616,105
Service Delivery	614,668	668,509
Administration	1,634,945	1,776,697
Total Expenses	18,787,108	19,375,986
Deficiency of revenue over expenses	(220,848)	(171,075)

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.

By the numbers

A year in review

237

Clients supported through crisis support services

977  9% increase

Clients admitted into services

311

Specialized assessments and consultations provided

16

Average age
Ranges from 6-24

Clients with:

Complex Presenting Needs

98%

Emotional Presenting Needs

82%

Psychiatric Presenting Needs

59%

Behavioural Presenting Needs

66%



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.

93%

of caregivers felt involved in their loved one's treatment

90%

of clients felt that the staff believed in them

85%

of clients reported positive feedback about the staff



We help 3,500 children and their families with mental health issues each year.

Youthdale is a Toronto-based mental healthcare agency dedicated to helping children, youth, young adults, and families struggling with complex needs.

youthdale.ca