



Annual Report 2011–2012

hope... compassion... respect...



... spoken here!



“ I think reception is a window into an organization. When people walk through our door — especially the first time — I want them to feel they’re in the right place, everything will be okay ”

Sandra Trejo, Receptionist

Who We Are

Central Toronto Youth Services is a community-based, accredited Children’s Mental Health Centre that serves many of Toronto’s most vulnerable youth. We believe in building the strength and resiliency of young people in ways that are engaging, respectful and empowering.

Our programs and services

- ▶ meet a diversity of needs and challenges that young people experience, such as
 - ▶ serious mental health issues
 - ▶ conflicts with the law
 - ▶ coping with anger, depression, anxiety, marginalization, rejection
 - ▶ issues of sexual identity — lesbian, gay, bisexual, intersex, transgender, transsexual, or questioning
- ▶ offer both one-on-one and group counselling
- ▶ connect with youth in their homes, neighbourhoods, schools and communities

Our programs and services include:

- ▶ Community Counselling
- ▶ New Outlook
- ▶ Pride & Prejudice
- ▶ Youth Justice

Who We Serve

- ▶ 70% of our clients are between 15 and 18 years of age
- ▶ Nearly 70% of our clients are male
- ▶ Our Youth Hostel Outreach Program serves 160 young people each year
- ▶ 18% of Pride and Prejudice clients under 19 years of age are self harming at program entry
- ▶ 0% fit this profile at program exit

Contents

Joint Message from the Executive Director and Chair
Growth in a Time of Restraint
Our Programs
Innovative Client Engagement
Creating a Continuous Learning Environment
Quality Assurance
Moving Forward
Financial Summary of Operations
CTYS Board of Directors / Funders

Joint Message

from the Executive Director and Chair

Fiscal year 2011/2012 has been exceptionally productive for Central Toronto Youth Services, proving once again that an environment of constraint can, perhaps surprisingly, offer significant opportunities for innovation and creativity.

Following the previous year, where there was so much upheaval associated with the integration of our office location, building renovations and management turnover, 2011/12 allowed for the stabilization and consolidation of programs. We welcomed Robert Sears, our new Director of Client Services and Quality Assurance, and redefined and elevated our supervisors to four management positions. We directed a serious investment to the re-establishment of a positive, creative, collaborative and productive workplace culture. Results included improved communication at all levels, more widespread staff engagement through the creation of new committees and working groups, and a more cohesive positive environment.

New investments in the children's mental health sector from the Ministry of Child and Youth Services resulted in CTYS being awarded six new positions. CTYS was asked to take on the role of lead agency in a multi-agency collaboration with the educational sector. New programs were developed and implemented in very short time periods. The agency has moved forward with the goal of embracing evidence-informed practice and was selected as a pilot agency site with the Centre of Excellence in their new "PACE" program, People Advancing Change with Evidence.

Embedded throughout all these activities has been the agency's core focus on delivering quality programs and services for at-risk youth and families. Most service targets have not only been met but surpassed, by 23%, with CAFAS outcome data showing statistically significant improvements in mental health functioning for most of our clients. Strengthening mental health outcomes for young people will remain our foremost priority as we move forward.



Heather Sproule, Executive Director
and Mary Murphy, Chair, Board of Directors

The successes we have enjoyed this year are a function of several factors, including:

- ▶ a stronger, more cohesive management team
- ▶ clear, focused and achievable objectives
- ▶ improved communication throughout the agency
- ▶ more strategic supervision and coaching
- ▶ new staff = new energy
- ▶ more opportunities for staff engagement
- ▶ a more comprehensive and effective professional development plan
- ▶ continued support and strong governance from the Board of Directors

With attention focused on a substantial provincial deficit and the publication of the Drummond Report recommendations, we anticipate serious reforms to government programs and the systems through which they are delivered. These reforms will inevitably affect the ways in which we deliver services, allocate resources and work with community partners. We must continue to be flexible, adaptive and well informed over the years to come.

As always, we want to extend a heartfelt thank you to our Board of Directors for their outstanding support, to the management team for your ongoing pursuit of excellence, and to all of our staff, who do their work with such heart, skill, and commitment.



Mary Murphy
Chair, Board of Directors



Heather Sproule
Executive Director

Growth in a Time of Restraint

CTYS works with highly vulnerable youth who have a serious mental illness and/or complex needs, who are part of the youth justice system, and/or part of the LGBTQ community. We deliver established programs and services that generate measurable results.

As with other members of the mental health community, we've been operating in an era of ongoing fiscal restraint and thinking about how to best ensure organizational excellence. Not so much what we do as how we can do it most effectively.

Shortly before CTYS's 2011/2012 fiscal year began, the province announced additional funding for children's mental health — \$257 million over three years. We applaud and appreciate the government's commitment to children's mental health, which in this instance helped create a palpable sense of energy and movement in the children's mental health community.

Here at CTYS, the year since has been marked by growth, including new forms of engagement within the agency and in our relationships with clients, funders, collaborating organizations and others.

Most visibly, the government announcement translated into funding for six new positions at CTYS that will help us expand our programs and services, and enhance the quality of our work.



Don Toye, Supervised Alternative Learning Program

New at CTYS

▶ 2 programs

- ▶ Supervised Alternative Learning (SAL) Collaborative Initiative
- ▶ School Priority Access (SPA)

▶ 6 staff positions

- ▶ SAL
- ▶ SPA (3)
- ▶ Youth Justice
- ▶ Waitlist Management

- ▶ **RITES, a program for African-Canadian youth**
- ▶ **Greater investment in professional development**
- ▶ **Revitalized performance management system**
- ▶ **Annual internal staff conferences**
- ▶ **Partnership with Ontario Centre of Excellence**
 - ▶ Evidence-informed practice

Our Programs

Community Counselling supports hard-to-serve youth ages 12-18:

- ▶ Community Outreach — one-on-one counselling in youths' homes, neighbourhoods and communities
- ▶ School Outreach for marginalized individuals and groups
- ▶ Group Programs — responding to youths' needs with innovation and flexibility
- ▶ Student Focused Programs - Priority Access & Supervised Alternative Learning



Pride & Prejudice offers professional counselling and therapy in a safe, respectful and welcoming environment to young people ages 13-24 who are

- ▶ struggling with issues of gender and sexual identity
- ▶ seeking support during a life transition
- ▶ confronting traumatic experiences, including childhood abuse and family violence

New Outlook supports youth recovering from serious mental illness, primarily psychotic disorders:

- ▶ Day Program — educational, life and social skills training
- ▶ Early Intervention — critical support during the first episode
- ▶ Community Support — long-term case management
- ▶ Community Support and Intervention — short-term, intensive case management
- ▶ Youth Hostel Outreach — for young people in the shelter system



Youth Justice programs support young people serving a youth order and/or having matters before the youth court.

Find out more at www.ctys.org

Innovative Client Engagement

CTYS has been recognized for our creative and innovative programs. We are particularly enthusiastic about two new programs.

The Supervised Alternative Learning (SAL) Collaborative Initiative has been undertaken in partnership with the Toronto District School Board, Toronto Catholic District School Board, and three other children's mental health centres. CTYS serves as the lead agency in this multi-partner collaboration. The program shows great promise in helping youth with mental health issues to re-engage with school or work environments. We are proud to work with East Metro Youth Services, George Hull Centre and Griffin Centre on this new initiative.

Within this outreach program, the four children's mental health centres each work with individual students to resolve underlying circumstances that contribute to their absence from school. But that's not all. We also work with the students' families, school social workers, and principals to uncover and address, together, these underlying circumstances.

School Priority Access also shows great promise. This new program also involves multiple stakeholders, but works with youth who are still attending school. Meaghan Moore, one of three new youth and family counsellors at CTYS, explains the value of these two programs this way:



Meaghan Moore

“

By involving other stakeholders in these clients' lives, we're creating a more holistic form of service. We're more actively involving other community resources, and in this way we're setting up longer term support for our clients

”

Maxine Brown, Program Co-ordinator of CTYS's new RITES program (Resiliency, Identity, Transformation, Empowerment and Self-determination), also draws on community resources as role models and educators to complement program participants' core activities: scripting their own story in digital format, using various media such as video clips, audio recordings and photography. Piloted in the second half of our fiscal year, this dynamic and innovative program helps black youth overcome barriers unique to their experience in a welcoming, creative and collaborative group setting.

“As part of the process,” explains Maxine, “we bring in leaders of Toronto’s Black community to share their expertise of history, culture, communication, healing and self-awareness. The goal is for participants to leave this program with a better understanding of who they are, and a greater awareness of their own potential.”

“

The goal is for participants to leave this program with a better understanding of who they are, and a greater awareness of their own potential

”



Maxine Brown

RITES: One Youth's Progress

During CTYS's Black History celebration, one member of the RITES (Resiliency, Identity, Transformation, Empowerment and Self-determination) program shared his digital story with everyone present. “He had never done anything like this before,” says Program Co-ordinator Maxine Brown, “but through the program he had visualized his own story, and objectively looked at where he is and where he’s going. The end result of that was he definitely wants to change. He wants better for himself.

He still has a lot to do, but at the celebration he had the courage and self-awareness to put himself out there and share his story. This in itself says a lot about what he’s capable of achieving.”

Creating a Continuous Learning Environment

In 2012, CTYS introduced several new internal initiatives to sustain a learning environment and help staff flourish. A professional development training plan for all employees, created with employee input, lays the groundwork for comprehensive, ongoing skills enhancement. “For a second year,” says Robert Sears, “we’ve allocated more funds for professional development. This year, we also established a professional development plan that we can continuously review and adapt to needs and circumstances. The plan will allow us to enhance baseline skill levels throughout the organization and promote specialized learning at the same time.”

The training plan complements another personal development initiative implemented in 2011/2012, CTYS’s comprehensive new performance management system. Joan Marshall, Director of Operations, describes it as “an entire system, from creating job descriptions through to recruiting, hiring, orientation, probation, annual reviews, goal setting, and follow-up. The system enables staff to act on their strengths, identify opportunities for growth and improvement, and obtain actionable feedback.”

CTYS staff are also creating opportunities to share their expertise with each other. One of the recommendations arising out of discussions on how to energize the agency’s culture and work environment was to organize an internal staff conference, in which employees would deliver presentations and lead workshops. Our second conference took place this year, and we expect them to continue each year.



Robert Sears,
Director of Client Services and Quality Assurance



“
*As our understanding of mental health, illness and recovery deepens,” says Executive Director Heather Sproule,
“so too does our commitment to keeping our knowledge current, and our programs well informed*
”

Assuring Quality

While staff were implementing these initiatives, CTYS was also gearing up for re-accreditation as a Children’s Mental Health Centre. Accreditation by Children’s Mental Health Ontario certifies us as meeting the highest standards of quality in the delivery of children’s mental health services and for the way we administer and govern ourselves.

“Although the process is intensive,” says Robert, “it’s really helpful for reviewing all levels of functioning within CTYS. It helps us ensure excellence in all areas of the organization. Here are a couple of examples. We reviewed and enhanced our policies and procedures, and created a timetable for future reviews. We also moved forward in our multi-year plan to shift to a paperless client records system.”

Elsewhere, CTYS procured funding for two projects with long-term potential for ensuring our programs continue to provide solid, measurable outcomes for clients.

The Ministry of Children and Youth Services funded a project to develop new evaluation methods for our

school-based programs. “We’ll be able to apply our evaluation model to our other programs, creating a program benchmark for continuous improvement,” says Robert.

More ambitiously, Ontario Centre of Excellence for Child and Youth Mental Health funded a three-year pilot project to develop an implementation plan for evidence-informed programs. This project supports CTYS’s efforts to create an evidence-based culture in all areas. “We expect to make significant gains in looking at all our work from the lens of an evidence-informed perspective.”

Jennifer Grant, Manager of Client Services, explains it this way. “We want to ensure the service we’re providing is quality service. Part of this involves ensuring we’re doing things for the right reason and with the right information. Evidence-informed practice allows us to use the intelligence we have inside the agency, and go outside and hear what others are saying — researchers, academics — about the type of work that we do. It will expand the information and the tools available to the worker and the client.

“

We’ve always used evidence and we’ve always evaluated our efforts. But now we’re starting to apply a formal process of becoming fully informed by practice. What it will mean for me personally is that the more I know, the better I can make decisions. Or answer questions. Or figure out the best approach. It will help me continue to grow

”



Jennifer Grant

How SPA Helped Leyla, a CTYS Client

“Leyla* is one of the first youth I began working with through the School Priority Access (SPA) program,” says Meaghan Moore, Youth and Family Counsellor.

“She was in Grade 12 when I met her. Leyla had missed a lot of school in the past two years. She had a history of going to great lengths to avoid anxiety and confrontation. Recently, she had attempted suicide twice within six weeks.

“It quickly became clear that, while school wasn’t at the heart of Leyla’s difficulties, anxiety about it posed a major barrier to any other work we had to do.

“Collaboration with Leyla’s principal, teachers, school social worker and family — made possible through the program — made a big difference. SPA created opportunities for partnerships where Leyla could face her concerns within an extended support network. Once Leyla found the courage to name her challenges in front of all the adults in her life, she was able to release herself from the burden of her school worries. This is when our work together really began.

“Leyla’s now back in school full time. She’s Vice President of the student council, and happily planning activities for her peers. She has created goals for herself and is excited about her future.

“Through the work Leyla’s done, it’s clear that she and her family will be able to navigate life’s inevitable challenges with skill and insight. Before, avoidance might have gotten the better of Leyla.

“Leyla is full of potential — which she has already started to actualize.”

We asked Leyla to share her perspective. Here’s what she told us.

Q. What was the toughest part about coming to CTYS?

A. At first, knowing that I was going to have to reflect on what had happened in the past that has put me in the position to have to turn to counselling and having to talk to a stranger.

Q. What has been the most important part of your work at CTYS?

A. Being able to feel comfortable talking to a counsellor and being able to come out a session feeling clean and fresh.

Q. What about this program has been working for you?

A. Having the ability to break down situations and understand how I naturally work.

Q. What’s been good about having your parents involved?

A. They understand me more compared to when I kept to myself. We as a family can now problem solve together when put in a difficult situation.

Q. What are some of the changes you’ve seen in yourself?

A. Definitely more happier, in the way that I can now talk about my past and the fact that I have been going to counselling and that it has helped me a lot. Also, I’m more determined and motivated about school and the future.

Leyla told us that a year ago she would have been so surprised to read her own words. She never expected to be in counselling, let alone get so much out of it.

*Leyla is a pseudonym; the photo is a stock image



Moving Forward

To sustain and grow our productivity, innovation and creativity, CTYS began to work in 2011/12 on a new five-year strategic plan. Our plan for 2012-2017 succeeds a strategic plan we introduced in 2007. CTYS's reason for being remains unchanged: delivering quality programs and services for at-risk youth and families. However, the needs of at-risk youth and families, as well as the environment in which CTYS operates, continue to evolve.

Our 2012-2017 strategic plan will help us chart our course forward by

- ▶ refining our vision, mission and values to reflect CTYS today and in the years ahead
- ▶ clarifying our organizational priorities
- ▶ confirming or modifying our long-term objectives
- ▶ formulating the strategies that will get us there

On a functional level, the plan will also help us ensure we have the means and tools to achieve our goals. We began the process with a comprehensive environmental scan involving consultations with staff, our Board of Directors, community partners, and funders.

This helped us identify four strategic priorities essential to our success in delivering innovative, creative and accessible programs and services for at-risk youth and families:

- ▶ service excellence
- ▶ our people
- ▶ technology and social media
- ▶ collaboration

CTYS invites everyone with an interest in our plans for the future to review the strategic plan on our website: www.ctys.org



“ *Within an environment of constraint, we see the opportunity to push limits and break new ground* ”

— *Mary Murphy, Board Chair, and Heather Sproule, Executive Director*

Financial Summary of Operations

Year ended March 31, 2012

REVENUE

| | |
|--------------------------------------|--------------------|
| Government Grants - Core Funding | \$5,441,071 |
| Government Grants - One Time Funding | \$354,848 |
| Foundation - CTYS | \$40,000 |
| Other Revenue | \$55,472 |
| Total Revenue | \$5,891,391 |

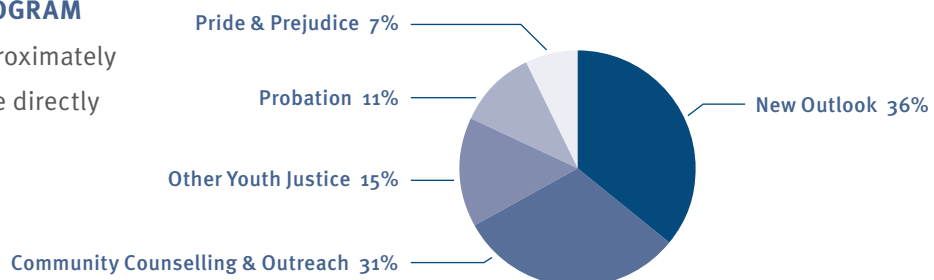
EXPENSES

| | |
|-------------------------------|--------------------|
| Salaries and Benefits | \$4,325,730 |
| Training | \$30,052 |
| Transportation | \$50,564 |
| Client Related | \$89,026 |
| Client Professional Services | \$41,014 |
| Program Expenses | \$491,201 |
| Promotion and Publicity | \$2,506 |
| Building Occupancy | \$320,855 |
| Capital Assets Purchased | \$49,253 |
| Office/Central Administration | \$256,150 |
| Purchased Services | \$143,768 |
| Total Expense | \$5,800,119 |

| | |
|---|------------------|
| Excess (Deficiency) of Revenue over Expenses | \$91,272 |
| Net Assets (beginning of year) | \$688,620 |
| Net Assets (end of year) | \$779,892 |

EXPENSES BY PROGRAM

CTYS assigns approximately 90% of its revenue directly to client services.



CTYS Board of Directors

CTYS's Board of Directors is responsible for the highest level of decision-making and legal authority in our organization. Members ensure accountability and transparency.

Officers

Mary Murphy (Chair)
Margaret Leitenberger (Past-Chair)
David Fung (Treasurer)

Members at Large

Lindsay Aagaard
Jim Browne
Bill Byrd

Michele MacEachern
Brian O'Connor
Lance Talbot
Heather Sproule (Ex Officio)

Thank You

We gratefully acknowledge the contributions of David Fung and Jim Browne, both of whom are retiring from the Board after years of dedicated service.

Contributors to CTYS and CTYS Foundation

CTYS thanks the following for their generous support during our 2011/2012 fiscal year.

Funding Partners

Ministry of Children and Youth Services
Ministry of Children and Youth Services: Youth Justice Division
Ministry of Health and Long-Term Care

Investors (\$10,000 - \$50,000)

CTYS Foundation
Ontario Centre of Excellence For Child and Youth Mental Health
Toronto Arts Council

Contributors (\$1,000 - \$4,999)

Canada Helps CP24/CHUM Foundation
John Shannon
Support Soho
United Way

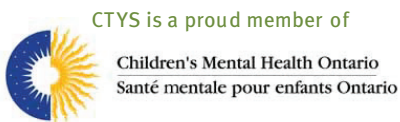
Friends (Up to \$999)

Adeem Shah
Catherine Mellinger
Dr. E. McKeown
Jennifer Grant
John Kerrigan

Karen Jardim
Karin Furlong
Mike MacCormac
Ontario Power Charity Trust
Paul Rodwell
Tony DeCrescentus



EMPOWERING YOUTH CHANGING LIVES



300 – 65 Wellesley Street East, Toronto ON M4Y 1G7
t: 416-924-2100 f: 416-924-2930 mail@cyts.org

Thank you to staff member Marg McLeod,
who served as our photographer of record for this report.



www.cyts.org

