



# Children's Treatment Network



**2013-2014 | ANNUAL REPORT**

*Building brighter futures  
together for kids  
with multiple special needs*

## Our Vision

Building  
Brighter Futures  
**Together**

## Our Mission

Through the collective efforts of community partners, we respond to the evolving needs of children and youth with multiple special needs in Simcoe and York by:

- Providing and enhancing services
- Championing system change
- Building capacity

## 2013-2014 At a Glance

KIDS & YOUTH SERVED...6,003

REFERRALS PROCESSED  
...APPROX. 2,500

EMPLOYEES...19

FUNDED POSITIONS...91

FAMILY EVENTS...127

FAMILIES WHO ATTENDED EVENTS...2,547

FAMILIES WHO CONNECTED  
WITH US ON FACEBOOK...1,115



## A Message

from Michael Klejman,  
Chair, Board of Directors,  
and Louise Paul,  
Chief Executive Officer.

### This past year was about connecting the dots.

We continued to implement the five strategic directions from our current plan. We know there are some things we do really well, and areas where opportunities await.

We operate as a network, which means we rely on a strong group of partners. These partners include the organizations that deliver services on behalf of CTN to children and families with special needs. Partners also include other organizations who are helping kids with special needs in Simcoe and York, and the volunteers who make our network brighter and more connected with the community. We plan, provide, monitor and improve services through our network.

Families told us they live their lives at home, in the community and at school. This is why we work with partners who already deliver services in these areas. CTN, as the administrator of our network, puts tools in place that allow these collaborations to happen, like our shared electronic record and opportunities for parents to connect online and in-person.

Our Family Engagement Council completed its first full working year and provided CTN with an opportunity to collaborate and ensure we were connected with families on an operational level. We hope you'll read on for details about some of our major accomplishments.

We happily secured additional funds from the Ministry of Children and Youth Services through an additional \$5 million allocated to the 20 children's treatment centres across the province. Our portion of this funding allowed us to serve more kids and reduce wait times for services.

Working with our partners, we were able to balance our budget over the past year. But managing our deficit continues to be a challenge. CTN is committed to working with partners, our families, the Ontario Association of Children's Rehabilitation Services (OACRS) and the Ministry to ensure that we are able to secure the funds needed to keep our network viable.

As we write this letter, we are preparing for a new era for our Board of Directors. Our current chair, who is the last of the original directors, and our long-standing treasurer are approaching the end of their terms. Our fond farewell goes both ways, especially knowing that we will continue our friendship and joining forces in the years to come.

Our network is powered by kids with multiple special needs and their families. They are the force behind everything we do. As we get work underway in 2014-2015, we will celebrate the wins and strive to do better, as we always do. ***Because when we do, families benefit.***





*"Nothing will work unless you do."*  
– Maya Angelou

## Work more effectively as a network

At CTN the services and support we provide to families are critical and our partners are our network. CTN is the connector that helps our partners work together.

To better improve the services and supports we provide to families, we need to continue to improve how we work together.

### Focus on communication

CTN uses a monthly email newsletter to inform employees at partner organizations about what is happening throughout the network. *Frontline Focus* is written for frontline professionals and managers. It contains operational news, events, partner updates and training opportunities for staff. Over the past year we redesigned *Frontline Focus* to be more user-friendly:

- Information is grouped into categories for easy access.
- Articles are shorter and contain links to more information.
- Information is easier to share.

We know staff are busy and our goal was to ensure we were communicating information in a way that made sense for them and was respectful of their time. Our hope is that redesigning *Frontline Focus* will help keep staff better informed of what is happening throughout the network.

### Updating transition processes

Families and providers often report the highest levels of stress during transitions. The Ministry of Children and Youth Services funded a joint initiative between CTN and the Simcoe Best Start Network. This project focused on creating a smooth transition for children and families going from the early intervention system into kindergarten in Simcoe.



### THE RESULTS

- 92% of school board respondents felt this led to better integration of the child at transition.
- 80% indicated that this led to faster classroom adaptation at transition.
- 95% of families indicated the transition to school was successful.

*"My child is doing incredible at school thanks to everyone involved."*

*"It was much easier to set up an individual education plan (IEP) for this student."*

*"Integrated goals are supported through integrated strategies, as all documentation is presented together in one document."*

*"Encourages everyone to be goal-focused versus problem-focused."*

As a result of this project, we are now working with partners to update the process to help families and youth who are transitioning to adult services.



## Build stronger partnerships and secure additional resources to realize the network's full potential

### Additional funding: more service, more programs and shorter wait times

CTN's partners demonstrated the benefits of partnership in action. Approximately \$320,000 from network partners enabled us to:

- Purchase 1,000 additional learning management system seats for York Region.
- Start work on a parent "make and take" project called "Go Baby Go". This initiative will make commercial power cars for kids accessible, allowing them to play independently and work on social communication.
- Provide additional developmental assessments for 38 kids and their families.
- Partner with York Best Start to begin to develop e-learning modules for families waiting for services within the network. These e-learning modules will give these families access to online resources while their child waits for services.

Last year, the Ministry of Children and Youth Services provided children's treatment centres across Ontario, including CTN, a total of \$5 million in additional funding. From that, CTN received \$261,000. With that funding we were able to serve more kids and reduce wait times.

- The wait time in our developmental assessment clinic went from 14 months to 6 months.



*Alone we can do so little; together we can do so much.*

– Helen Keller

### This additional funding allowed us to serve more kids

Service	Target	Actual
Physiotherapy	60	<b>60</b>
Occupational therapy	50	<b>68</b>
Speech-language pathology	113	<b>118</b>
Developmental assessment and consultation	38	<b>60</b>

CTN will continue working closely with the provincial association for children's treatment centres – the Ontario Association of Children's Rehabilitation Services (OACRS) – to advocate for funding to help families.

### Ontario Trillium Foundation grant

Sometimes the best resources for families are other families. In response to families telling us they needed more opportunities to connect with one another, CTN successfully submitted an Ontario Trillium Foundation grant worth \$224,700 over the next three years. We plan to use the funds to develop a comprehensive family resource program that provides families with pathways to connect with one another:

- Peer support.
- Online support, including a comprehensive website redesign that includes an online family resource centre.
- In-person events.

Government funding is often directed toward specific services for families, for things like physiotherapy, occupational therapy and speech therapy, which are essential and which families have clearly told politicians they need. But families also know that therapy alone is not enough, and they do benefit from different types of support.



# 3

strategic direction

## Lead ongoing innovation and continuous improvement in family-centered, integrated care

### Solution-focused coaching in action

- Choose your words and thoughts wisely. Instead of saying “but,” try “and” or “what else.” Instead of thinking “I am feeling overwhelmed,” try “I have a lot of choices.”
- Use powerful compliments and ask questions that encourage others to acknowledge their own strengths.  
“How were you able to do that?” “I’m impressed. How did you figure that out?”
- Encourage others to think about a time when they were successful at something. Ask them if there are any elements from that success that can be used in the present time.

### Single plan of care project

An integral element of CTN’s integrated approach is providing families with one care plan that is built around the vision that a family, child or youth may have for their life. Based on ongoing evaluation, reviews and feedback, we worked with partners to clarify the core elements that lead to integrated care planning. Over the summer of 2013, we brought more than 12 organizations together to help build a tool that makes it easier for network partners to improve and develop integrated care plans for kids and youth.

### Single plan of care – the impact

- 77% of families with a single plan of care (SPOC) felt they received more coordinated and comprehensive care compared to 40% who did not have a SPOC.
- 46% felt less overwhelmed.
- 49% felt it helped them better cope with everyday activities.

### What families have to say:

*“The single plan of care process changed our lives for the better. I will forever be thankful that CTN was created in our area and that we were able to access this vital service.”*

*“Services are more streamlined, coordinated and organized.”*

*“The shared electronic record is having a positive impact.”*



### Solution-focused coaching

Coming up with an idea or solution to address a challenge you’re facing is one of the best feelings to experience. Now imagine there was a clinical approach that had been proven to help you build your solution-finding skills. Now take it a step further, and think about how you could help others build these skills. That is solution-focused coaching, and it is a great clinical approach to helping families come up with ideas to address some of the priorities in their lives in a supportive, and effective way. CTN provided more than 100 clinicians and our corporate staff with training to help support this approach.

This approach is also an integral part of supporting the single plan of care project, and we’ll be continuing training in the year ahead.



# 4

strategic direction

## Improve technologies, tools and processes that streamline network operations and communications



### Shared resources

Pooling resources in a shared services model provides CTN with flexible access to multiple skilled professionals providing a broad range of services as required. Over the year, we transitioned Information Technology (IT) support to North Simcoe Muskoka Community Care Access Centre (NSM CCAC). In addition to IT services, CTN also receives finance, human resources and information management services from NSM CCAC.

### Launched e-learning modules

Sixty-seven participants completed 119 courses in the newly developed community library powered by the learning management system purchased through the Simcoe Community Integration Leadership project and administered by CTN. Participants using the system include partner staff from Ontario Early Years Centres, daycare providers, staff of early intervention services in Simcoe County, and corporate CTN staff. Three e-learning modules related to early identification were produced in partnership and made available to community partners in both English and French. Over the next year, CTN is excited to work with partners and create additional learning modules, build capacity throughout our network and add new learners.



### E-bulletin redesign

In summer 2013 we launched our redesigned e-bulletin. This email newsletter is shared quarterly with almost 4,000 families, providers, staff and others. With articles that are relevant, easy to read and informative, we've refocused on organizing information into categories so readers can take a look at the articles they are most interested in. Some of our top articles this year focused on transitioning to school, Individual Education Plans (IEPs) and Identification, Placement and Review Committee (IPRCs), and travel and winter fun tips.

*Because CTN's catchment area covers a big geographical area, we subscribe to Ontario Telemedicine Network (OTN). This technology allows individuals from all sites to video conference, which saves on commuting, and costs and increases opportunities to connect. In 2013-2014 there were more than 888 OTN 'events' hosted by CTN totalling more than 1,900 hours!*





## Improve access to information, services and supports for families

### Family engagement council

2013 marked a full year of work by our volunteer Family Engagement Council. This group is comprised of outstanding parent volunteers, community partners and CTN staff. The council was designed to work with CTN and our partners to ensure we have the family perspective on the work we do. They help us keep families at the centre of everything we do, serve as a sounding board for a number of new initiatives, and provide input and guidance into our ongoing work.

Key accomplishments over the year include:

- Creation of a family engagement policy.
- Developing an annual workplan that outlines priorities.
- Improving communication to families by providing input on communication materials and working alongside other groups to help with specific initiatives, like social media presence.
- Providing insight on a number of supports and services by identifying successes and challenges.

### Social media

CTN's Facebook page has taken off. With more than 1,000 families joining the conversation online, our page is run by families, for families. We share information, tips, photos, videos and articles that are relevant to families. We provide a place to connect from the comfort of home any time of the day.

Plans for the year ahead include expanding into other social media ventures and keeping our Facebook page going.



*Making costumes for kids in wheelchairs can take a lot of time and be expensive. One of our Facebook families offered up a custom-made Cinderella carriage that would fit over a child's wheelchair. It's just one way our Facebook page provides an opportunity for families to pay it forward and help each other out.*



*CTN's Facebook page...  
created by families  
for families.*

### In-person events

Nothing beats seeing a good friend over coffee. So why not expand that concept on a local level? More than 594 parents connected with one another at our "coffee chat" events throughout York and Simcoe. Some communities even designed events so kids could play and have fun while adults chatted and caught up.

Other events across the network included fun family events, community information and recreation fairs and opportunities for adapted sports.

*"It's so nice for my kids to be able to do things together as a family. The event works for all kids!"*



**Family story:** *A parent of three children with special needs tried to take her kids trick-or-treating every year, but it just never worked because of the children's challenges. This year, the family used the CTN inclusive Halloween event as an opportunity to practice. And for the first time ever, all the kids successfully went trick-or-treating in their own neighbourhood!*



# Statement of operations

## Children's Treatment Network

April 1, 2013 to March 31, 2014

REVENUES	2013/2014	2012/2013
Ministry of Children and Youth Services Base Funding	\$12,037,550	\$11,776,300
Interest	12,311	9,614
Other	665,571	321,799
<b>TOTAL REVENUES</b>	<b>12,715,432</b>	<b>12,107,713</b>
<b>EXPENSES</b>		
Clinical Services		
Compensation	773,584	644,415
Program Support	115,923	73,430
Contracted Out Services	7,809,890	7,196,863
<b>Total Clinical Services</b>	<b>8,699,397</b>	<b>7,914,708</b>
Service Navigation/Service Coordination		
Compensation	334,149	260,270
Program Support	40,942	32,377
Contracted Out Services	612,209	746,168
<b>Total Service Navigation/Service Coordination</b>	<b>987,300</b>	<b>1,038,815</b>
Partnership Initiative - ABA		
Compensation	127,102	187,106
Program Support	6,088	1,940
<b>Partnership Initiative - ABA</b>	<b>133,190</b>	<b>189,046</b>
Evaluation	87,900	85,989
Administration		
Compensation	984,619	999,242
Corporate and Program Supports	785,980	846,253
Occupancy Costs	1,037,046	1,033,660
<b>Total Administration</b>	<b>2,807,645</b>	<b>2,879,155</b>
<b>TOTAL EXPENSES</b>	<b>12,715,432</b>	<b>12,107,713</b>
<b>SURPLUS / (DEFICIT)</b>	<b>\$0</b>	<b>\$0</b>

## Family Fund

Since 2011, CTN's Family Fund has helped 94 families. We've helped families pay for much-needed equipment like wheelchairs, walkers and medical supplies. We've also provided families with support to travel to specialist medical appointments or replace essential items.



The Family Fund provides those who are most in need with a small amount of funding to help with a specific cost. The fund is open to families who demonstrate need and have a child with a shared electronic record and one funded service through CTN. Families can only apply to the Family Fund through one of their child's team members.

Visit [ctnsy.ca/todonate/index.php](http://ctnsy.ca/todonate/index.php)  
to **DONATE**

### Family Fund in action

*With just \$130, CTN was able to help a teenager be more independent. How?*

*By funding a pocket alarm clock that reminded him to take his medication, which he needs to do several times each day, every day. This eliminated the need for his parents to remind him and increased his independence.*



## Of Special Note

### Michael Klejman, Chair, Board of Directors

With extensive leadership experience in the health and social service sectors, Michael has brought an incredible amount of passion and expertise to CTN's Board of Directors over the past six years. As the last of the original directors and an advocate for children and youth with special needs, Michael will be missed in his role as chair. As we welcome Tina Langlois as our new chair, we managed to talk Michael into sticking around for an extra year as outgoing chair to ensure a smooth transition for our board.

### Tim Berry, Treasurer, Chair, Audit and Finance Committee

Tim's leadership and guidance over the past six years has helped CTN put more rigor into our financial reporting and forecasting. He has used his professional skills to elevate our organization on a number of matters. He has also played an integral role as Christianne Abou-Saab transitions to chair of our Audit and Finance Committee.

### Lynn Ziraldo, Chair, Family Engagement Council

For decades, Lynn has championed the needs of children and their families. As CTN established our very first Family Engagement Council, Lynn offered her support, resources and expertise. As a parent of two adult children with special needs, Lynn shares her voice, knowledge and passion about the services needed by kids and families to leaders throughout the health, education and social service systems. She helped build a strong foundation that will allow family engagement to flourish for years to come at CTN.

*We thank you all for your ongoing service and dedication.*



*A very special  
thank you to all  
our volunteers.  
So many of you  
give your time  
and expertise.  
You help make our  
network stronger  
and our communities  
brighter.*

## Meet our very own TVOKid!

*At nine years old, Ryan  
Floyd has his hands full.  
He's a full-time student  
with a super-cool,  
part-time job: kid reporter  
for TVOKids. TVOKids  
is an educational and  
fun television show and  
website aimed at kids.*

As a reporter, Ryan's had some incredible assignments, including getting to ride a dogsled at Winterfest in Barrie. In his spare time, Ryan plays sledge hockey for the Simcoe County Sliders and is part of a community theatre troupe. Ryan has cerebral palsy that primarily impacts his legs. He uses a walker to get around and help him with long distances, and wears ankle foot orthotics (AFOs). He enjoys playing video games, reading, drawing and watching movies. You can often find Ryan and his family at CTN events, like family swim nights.

When he grows up, Ryan wants to design and build robots. He is a great ambassador for kids and demonstrates that all kids can do just about everything and anything, including going dogsledding!



## Network partners

*CTN's commitment to providing family-centered care is anchored by an electronic client record that is shared across our partner organizations and provides the foundation for integrated plans of care.*



- 1 to 1 Rehab
- Able Sail
- Achimota Centre for Children with Autism
- Barrie Area Native Advisory Circle (BANAC)
- blueballoon health services
- \* Blue Hills Child and Family Centre
- Boomerang Health
- Brain Injury Services, Muskoka Simcoe
- \* Catulpa Community Support Services
- Central Community Care Access Centre
- CHIGAMIK Community Health Centre
- Childsplay
- \* Closing the Gap Healthcare Group
- Community Connection
- Community Living Association for South Simcoe
- Community Living Huronia
- Deaf Access Simcoe Muskoka
- E3 Community Services Inc.
- Family Services York Region
- Georgian Bay General Hospital
- Health in Motion Rehabilitation
- Helping Hands for FASD

- Kerry's Place Autism Services
- Kinark Child and Family Services
- \* La Clé
- Learning Disabilities Association of Simcoe County
- Learning Disabilities Association of York Region
- \* Mackenzie Health
- March of Dimes Canada
- \* Markham Stouffville Hospital
- Motion Specialties
- \* New Path Youth and Family Services
- \* North Simcoe Muskoka Community Care Access Centre
- Ontario Early Years Centre - Simcoe North
- \* Orillia Soldiers' Memorial Hospital
- Outdoor Education Centre & King Day Camp (Seneca College)
- \* Regional Municipality of York
- Revera
- \* Royal Victoria Regional Health Centre
- Safehaven Project for Community Living
- Seasons Centre for Grieving Children
- \* Simcoe Community Services

- Simcoe County District School Board
- \* Simcoe Muskoka Catholic District School Board
- Social Services Network (York Region)
- \* Southlake Regional Health Centre
- Spark Learning Centre
- \* The Speech Clinic
- VHA Rehab Solutions
- Waypoint Centre for Mental Health Care
- \* York Catholic District School Board
- York Paediatric Therapy Services Inc.
- York Region Branch of Jewish Family & Child Services
- \* York Region District School Board
- \* York Support Services Network (YSSN)
- YMCA of Simcoe Muskoka
- Zareinu Education Centre
- Children's Case Coordination of Simcoe County (Catulpa)
- Children's Case Coordination of York Region (YSSN)

## Provincial partners

- CNIB
- Canadian Hearing Society
- CanChild Centre for Childhood Disability Research (McMaster University)
- Child Health Network
- eHealth Ontario
- Expressive Communication Help Organization (ECHO)
- Geneva Centre for Autism
- \* Holland Bloorview Kids Rehabilitation Hospital
- Ministry of Children and Youth Services

- Ministry of Community and Social Services
- Ministry of Education
- Ministry of Health and Long Term Care
- Ontario Association of Children's Rehabilitation Services (OACRS)
- Ontario Association for Families of Children with Communication Disorders (OAFCCD)
- Ontario Telemedicine Network (OTN)
- Parents as Partners
- The Hospital for Sick Children

\* Partners receiving funding from Children's Treatment Network to provide services







# Children's Treatment Network

Children's Treatment Network (CTN) provides more than 6,000 children with multiple special needs in Simcoe County and York Region with rehabilitation and specialized clinical services that are delivered through partner organizations in the education, health and community sectors.

Children with multiple special needs who are eligible can receive the following services:

- Audiology
- Augmentative Communication
- Brief Family Resourcing
- Child & Family Counselling
- Developmental Assessment
- Developmental Pediatrics
- Feeding
- Inclusive Recreation
- Joint Management / Botox®
- Neuropsychology
- Occupational Therapy
- Physiotherapy
- Seating & Mobility
- Service Navigation and Applied Behaviour Analysis (ABA) Intake
- Single Plan of Care Coordination

Additional access to services is offered to families closer to home at these local sites:

## York Region

Georgina, Markham, Newmarket, Richmond Hill, Vaughan

## Simcoe County

Alliston, Barrie, Collingwood, Midland, Orillia (in development)



## Questions?

About your child's development, or services for children with special needs in Simcoe County or York Region?

**Contact ACCESS: 1-866-377-0286**

## Administration Offices:

13175 Yonge Street, Richmond Hill, Ontario L4E 0G6

Email: [info@ctnsy.ca](mailto:info@ctnsy.ca)

Toll Free 1-877-719-4795

York Region Local 905-773-4779

Simcoe County Local 705-719-4795

## Connect with the network!

Visit [www.ctnsy.ca](http://www.ctnsy.ca).



Facebook: [facebook.com/ChildrensTreatmentNetwork](https://facebook.com/ChildrensTreatmentNetwork)



Twitter: @CTNKids



Children's Treatment Network is funded by the Ministry of Children and Youth Services (MCYS), and works in close collaboration with network partners funded by MCYS and other ministries including the Ministry of Education, the Ministry of Health and Long Term Care, the Ministry of Community and Social Services, as well as the County of Simcoe and Regional Municipality of York.

Charitable Registration # 830649141RR0001