



Children's
Treatment Network



BUILDING BRIGHTER FUTURES TOGETHER

2018-2019 **ANNUAL REPORT**

GOING OUTSIDE THE LINES

Collaboration. Family-centredness. Service Integration.

Partnerships. Our year-over-year themes are consistent as a network. This past year has also been about growth, looking forward, redefining what we do and how we do it, together.

With the introduction of School-Based Rehabilitation Services, Children's Treatment Network (CTN) broadened our reach in terms of the number of clients served, the profile of clients served and our catchment boundaries.

We embarked on our four-year strategic plan last year and are committed to the goals that are foundational to our network: **evolving services**, **nurturing relationships** and **strengthening capacities**.

Fresh and creative thinking allowed us to continue to improve and expand. New initiatives conceptualized, connections with the municipal and provincial governments developed and work with our partner organizations matured. All of this helps to continue to make working with clients and families a priority.

As a network and an organization we've faced change and continue to face change. Most importantly, we tackle change together, with our staff, partners, clients, families and other stakeholders. Our approach allows us to find the opportunities and work through the challenges.

In the pages that follow, you'll find highlights from CTN's year, including information on our new service model for occupational therapy and physiotherapy, as well as statistics on CTN services and stories that demonstrate our progress.

These accomplishments hold special meaning this year as Louise and I transition to new roles. After 11 years as Chief Executive Officer, Louise will be retiring. Under her leadership CTN has grown from serving 7,000 children with multiple special needs in two catchment areas to serving approximately 20,000 children with a range of special needs in nine catchment areas. Partner agencies from the health, education and community sectors continue in an integral role as they provide services on CTN's behalf. She's also championed the creation of CTN's new strategic plan, which will pave the way for the network's ongoing evolution. After eight years on the board and two years as Board Chair, I will be stepping into the role of Past Chair. It has been a privilege to bring both a strategic focus and perspective as a parent of a child with special needs. I know that CTN's staff, partners and board members will continue to bring a range of perspectives that help our network build brighter futures together.

Looking back on the work we've collectively accomplished is a legacy and testament to true partnership. A heartfelt thank you to all of you for being part of our story.



Carole Moore

Chair, Board of Directors
Children's Treatment Network



Louise Paul

Chief Executive Officer
Children's Treatment Network



Building Brighter Futures Together

Children's Treatment Network (CTN) supports approximately 20,000 children and youth with special needs in their homes, communities and schools. We provide intake, service navigation and coordinated service planning, assessment and diagnostic services, specialized clinics and rehabilitation services, including physiotherapy, occupational therapy and speech language therapy.

CTN offers services through contracted public and private partner organizations in the education, health and community sectors.

CTN supports families in York Region and Simcoe County for all of our services through 10 service sites. We offer school-based rehabilitation services in an expanded catchment area that includes York and Simcoe, as well as Muskoka and Central Toronto.

As the Autism Spectrum Disorder Diagnostic Hub for Central Region, services are offered in York, Simcoe, Dufferin, Halton, Peel, Waterloo and Wellington.

Through its innovative network model, CTN's commitment to providing family-centred care is anchored by an electronic client record that is shared across its partner organizations and provides the foundation for integrated plans of care and services.

STRATEGIC GOALS



1/ Evolve Services

We are proud of the integrated service network that we have developed together. Our model enables us to provide exemplary coordinated services to children and youth with complex special needs. We also recognize that we have yet to achieve our network's full potential. By continually evolving our services, we will do even more to improve the experience of children, youth and family members, and increase the impact our services have on their lives.

We will focus on: Access, Integration, Consistency, Transitions

2/ Nurture Relationships

Healthy relationships are our most precious resource — they allow the network to thrive. We recognize that we must continue to nurture the open, constructive and trusting relationships that enable each of us to play our unique and essential role. By nurturing relationships, we will strengthen our community and deepen the trust we have in one another.

We will focus on: Peer Community, Partner Community, New Collaborations, Provincial Allies

3/ Strengthen Capacities

Our network is strengthened when we work together to attract and share resources, develop our skills and build shared systems that ultimately allow us to improve the lives of children, youth and their families. Sustaining and increasing the network's value requires that we consistently work to strengthen key capacities.

We will focus on: Child, Youth and Family Participation, Network Leadership Skills, Measurement, Finance

To read our full strategic plan visit our website at www.ctnsy.ca/About-Us/Strategic-Plan.aspx

EVOLVE SERVICES



NEW Service Model for Occupational Therapy and Physiotherapy

In September 2018, CTN, along with seven partner agencies, introduced its new service model that will see children (birth to school exit) who need occupational therapy (OT) and physiotherapy (PT) services get the intervention they need—at the right time and the right amount, and in the right location. We listened to our families and providers. Families need to experience a clear, consistent and ongoing connection to OT/PT services, and know their child will get different services as they grow and change. Our new model helps to ensure equity across our region and smooth transitions between preschool and school-aged service.

This service follows the principles of CanChild's Childhood Disability Framework **6 F-Words: function, family, fitness, friends, fun and future**. This helps support some of the most important aspects of childhood development.



"I was comforted by empathetic staff who genuinely wanted to support my child through the diagnostic assessment process."

— Family Member

A Parent's Voice

"Our son Dexter has been involved with CTN since he was an infant. He has disabilities that fall under multiple developmental domains. He had a wonderful team of therapists who helped him learn and grow—they were like extended family members.



When our son transitioned to school, we had to say goodbye to his team. While we were well-prepared and our son was quite mobile, there were times when we had questions, needed reassurance or could have used a hand to solve problems. With the expansion of OT/PT services and the emphasis on the 6Fs, our son is eligible for therapy again. He can reach out for support on his terms and tackle the problems that are important to him. When we heard about the new service model we were relieved and felt heard. Our son said therapy will help him learn new ways of doing things and most importantly it will help him be with his friends again."

— Lisa, Dexter's mom

CTN's Autism Spectrum Disorder Hub:



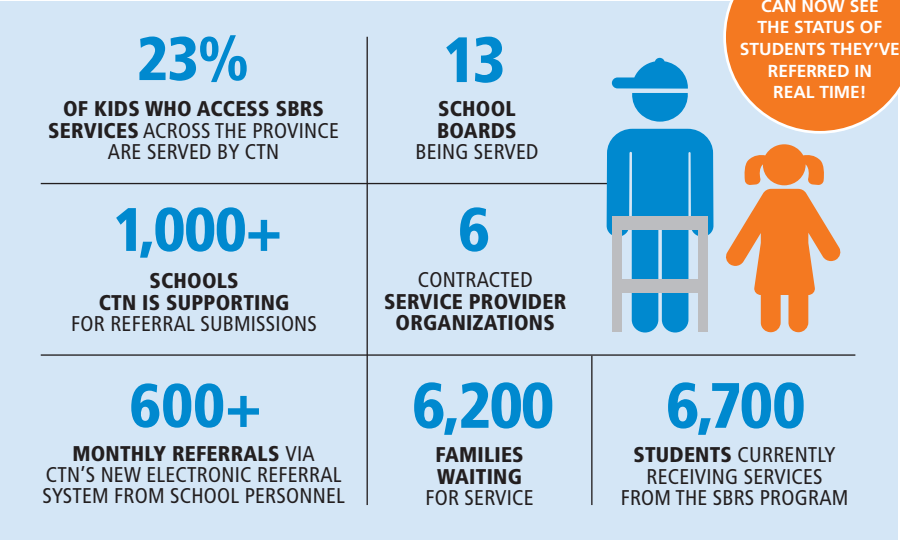
CTN is the lead for the Autism Spectrum Disorder (ASD) Diagnostic Hub in Central Region in partnership with ErinoakKids and KidsAbility.

Central Region includes: Simcoe, York, Dufferin, Halton, Peel, Waterloo, Wellington

587	children and youth assessed by this service this year, far exceeding the target of 355
120	families completed the Diagnostic Hub family survey
95%	families reported the assessment process was well-coordinated
95%	families reported the team fully explained the process
92%	families felt the team listened to their questions and responded thoughtfully

NEW School-Based Rehabilitation Services (SBRS)

As of December 2018, CTN oversees the provision of occupational therapy, physiotherapy and speech therapy. School health support services that were formerly provided by various local health integration networks in publicly funded schools in Muskoka, Simcoe County, York Region and Central Toronto now fall under CTN’s purview.



Coordinated Service Planning (CSP)

Last year we continued to participate in the CSP’s Provincial Community of Practice with a focus on developing tools and processes to be used by all coordinating agencies from across the province. CTN added three service planning coordinator positions and two key support and services workers through contracts with Catulpa Community Support Services, Empower Simcoe and York Support Services Network.

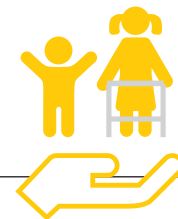
662	unique clients received services from the CSP program in 2018 - 2019
246	new clients referred to the CSP program last year
27	partner organizations participate on 2 CSP steering committees—one in York Region and one in Simcoe County. Members are committed to working collaboratively to improve services for children and families by reducing duplication, reducing the need for families to repeat information and by streamlining processes to reduce waiting times.
5	partner agencies receive CSP funding to provide this service on behalf of the network

Using Technology to Connect with Families



CTN is reaching more families, caregivers and service providers by offering **webinars** for those who can’t attend meetings and events in person. Last year we hosted **149 webinar meetings** that saw nearly **1,400 participants** in attendance. Our most well-attended online events were the Diagnostic and Medical Consultation Services (DACS) orientation sessions.

NURTURE RELATIONSHIPS



Family Events

From **orientations, presentations, workshops** and **info nights**, to **fun in the sun, holiday parties** and **yoga**, CTN's families enjoyed another year of learning and mingling at our well-attended events.



31

FAMILY EVENTS
HELD



550+

ATTENDEES



8

CITIES OR TOWNS
WHERE EVENTS
TOOK PLACE, PLUS
EVENTS HELD **ONLINE**

Government Relations

Working with officials from all levels of government is key—it's important that the voices of the children, youth and families we support be heard by municipal, provincial and federal governments.

In the fall, CTN met with Jill Dunlop, the Member of Provincial Parliament (MPP) for Simcoe North, MPP Doug Downey (Barrie–Springwater–Oro–Medonte), Andrea Khanjin (Barrie–Innisfil) and Paul Calandra (Markham–Stouffville). CTN representatives also met with two of the province's key members of parliament: the Hon. Christine Elliott (Deputy Premier, Minister of Health and Long-Term Care and riding representative in Newmarket–Aurora) and the Hon. Caroline Mulroney (Attorney General, Minister of Francophone Affairs and riding representative in York–Simcoe) in our office in Richmond Hill.

We make it a priority to stay in touch with federal, provincial and municipal politicians by extending invitations to events and forwarding our newsletters.



From left to right:
Louise Paul, CEO, CTN,
the Hon. Christine Elliott,
Carole Moore,
Board Chair, CTN

NEW Employee Recognition Program

CTN **congratulated 11 employees** in November when the new employee recognition program was launched. Eight employees celebrated five years of service and three employees marked 10 years of service.



Family Engagement Council News

The Family Engagement Council welcomed its **first CTN graduate member!**

Our youth member brings a new perspective to the group, and has been sharing plenty of important insights with staff and parents.



Employee Climate Survey

This year's employee engagement survey asked for **feedback on their job, training and development, health and safety, their coworkers and supervisors, management, the employee newsletter and overall satisfaction with CTN.** Thirty-one employees responded (91 percent response rate). Here are the findings.

WE FOUND OUT THAT CTN IS A GREAT PLACE TO WORK!

- **87%** RATED CTN VERY GOOD TO EXCELLENT AS A PLACE TO WORK
- **100%** WERE SATISFIED OR EXTREMELY SATISFIED WITH THEIR JOBS
- **80%** WOULD DEFINITELY RECOMMEND CTN AS A PLACE TO WORK
- **94%** OF EMPLOYEES ALWAYS OR USUALLY LOOK FORWARD TO WORK

WHAT WE LEARNED WE CAN DO BETTER

SOME EMPLOYEES FEEL SENIOR MANAGERS COULD ACT MORE OFTEN ON EMPLOYEE FEEDBACK, BETTER COMMUNICATE CTN'S GOALS AND HELP ACHIEVE A BETTER WORK-LIFE BALANCE.

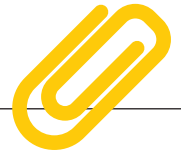
WHAT WE'RE DOING BETTER

SINCE OUR LAST EMPLOYEE CLIMATE SURVEY IN 2016 MORE EMPLOYEES FEEL:

- THEY HAVE ENOUGH TIME TO COMPLETE TASKS
- THEY'VE RECEIVED TRAINING TO DO THEIR JOBS WELL
- THEY'VE BEEN CONSULTED ABOUT CHANGES TO THEIR JOBS
- THEY'VE BEEN ABLE TO BETTER ACHIEVE WORK-LIFE BALANCE



STRENGTHEN CAPACITIES



"The most valuable thing about this training is that it's not about me solving problems or providing solutions, but about engaging with the families in a conversation that identifies existing strengths and helps prioritize existing needs."

— Service Provider



Coordinating Network Training

Training is a key part of building capacity across the network. Coordinating training across the entire network helps us be efficient and effective. Our first in-house training coordinator has helped spearhead important initiatives, workshops and training sessions, including CTN's annual privacy training, a workshop on using the Child and Adolescent Needs and Strengths (CANS) tool in the delivery of coordinated service planning, the 6Fs (function, family, fitness, friends, fun and future), and the Sibshop Workshop (photos on right).

Facilitator Training for Sibling Support Workshop:

CTN hosted facilitator training for our network partners, **with the goal that families in Simcoe and York would be supported through intentional programming (Sibshops) for siblings.** Sibshops are described as evidence of an agency's concern for the family member who will have the longest-lasting relationship with a person who has a disability. For the kids who attend them, Sibshops are pedal-to-the-metal events where they meet other siblings, have fun, laugh, talk about the good and not-so-good parts of having a sibling with special needs, play some great games and learn something about the services their brothers and sisters receive.

From this training we have 30 service providers from 11 different agencies certified as Sibshop facilitators.

Training Highlight

Local team facilitators organized **Safer Spaces**—a training event delivered by the Gilbert Centre. Ninety-two participants (and 15 CTN staff) attended the program, which aims to provide best practices, resources and professional development workshops to create more inclusive and accessible services for the LGBTQ community.



The Importance of Inclusion for Indigenous Children and Youth

In partnership with Catulpa Community Support Services, CTN delivered two workshops promoting cultural awareness when working with Indigenous families. Guest speakers John Rice, an Indigenous Elder, and Patrick King, WrapAround Facilitator, spoke to the crowd about the importance of building understanding between cultures and discussed ways in which we can all work more effectively with Indigenous families. The event was well-received by the 49 service planning coordinators, support workers, therapists and early interventionists who attended.



Event Facilitation with Families

CTN's **Family Resource Program** has been collaborating and working with the Diagnostic and Medical Consultation Services (DACS) to **bring families' voices** to the diagnostic process. The program is funded by the Ontario Trillium Foundation and is focused on increasing support and education opportunities for families who have a child with autism. The funds are also key in supporting the **Family Mentor Program**.



58

**TOTAL
MENTORS
TRAINED**

81

**CLIENTS ADMITTED
TO THE PROGRAM
IN 2018-2019**

134

**FAMILIES SERVED
BY THE
PROGRAM**

Psychology Day

To mark Psychology Month, CTN held its 3rd annual Psychology Day in February. Susan Hopkins, the Executive Director of Dr. Stuart Shanker's Mehrit Centre, was this year's guest speaker—she shared insight with parents and caregivers, educators and health professionals on the important topic of self-regulation. The event was very well-attended—there were **128 parents** registered, as well as **209 professionals**.

Strategy in Action

This year we launched our updated strategic plan. We've started to implement it by redesigning our board workplan and annual operating plan to better align with the goals of the new strategic plan. After a staff training event, 93 percent of the CTN team report they're well-informed about the plan and how it links to their daily operations.

Strategic Snapshot

What it is: Launched in February, the Strategic Snapshot is created monthly by CTN staff—it contains **highlights of how our team is working together to make progress toward our updated strategic plan**. This document is read by staff, the Family Engagement Council, our Board of Directors, volunteers, families, service partners and others who may or may not work within CTN's sector. It includes:

- All pertinent information (who, what, where, etc.) in concise, simple-to-read, jargon-free language
- Key operational work that moves CTN toward our strategic goals, including important events, project milestones, etc.

Statement of Operations

Children's Treatment Network of Simcoe York • April 1, 2018 to March 31, 2019

	2018 / 2019	2017 / 2018
REVENUES		
Ministry of Children, Community and Social Services		
Base Funding	\$13,422,100	\$13,081,800
One Time Funding	5,931,478	2,264,526
Interest	27,911	17,357
Other	877,273	977,701
TOTAL REVENUES	20,258,762	16,341,384
EXPENSES		
Clinical Services		
Compensation	1,150,151	953,676
Program Support	364,445	462,856
Contracted Out Services	12,095,518	9,223,831
Total Clinical Services	13,610,114	10,640,363
Service Navigation/Service Co-ordination		
Compensation	902,452	623,517
Program Support	127,861	284,008
Contracted Out Services	1,122,392	962,587
Total Service Navigation/Service Co-ordination	2,152,705	1,870,112
Partnership Initiative - Applied Behaviour Analysis (ABA)		
Compensation	285,672	251,462
Program Support	1,659	4,621
Partnership Initiative - Applied Behaviour Analysis (ABA)	287,331	256,083
Evaluation	85,995	72,296
Family Resource Program (Ontario Trillium Foundation)	109,659	58,471
Administration		
Compensation	1,566,870	1,147,156
Corporate and Program Supports	1,237,523	1,086,362
Occupancy Costs	1,208,565	1,210,541
Total Administration	4,012,958	3,444,059
TOTAL EXPENSES	20,258,762	16,341,384
SURPLUS / (DEFICIT)	\$0	\$0

CTN's Family Fund

Through the generous donations from individuals and companies, the CTN Family Fund helps families who have financial needs that cannot be met through existing government financial assistance programs or charitable funds.

These donations go toward helping families with the cost of specialized equipment, transportation and respite.

From April 2018 to March 2019, 39 families accessed \$9,600 from the fund.

For more information visit

ctnsy.ca/About-Us/CTN-Family-Fund.aspx



CTN Programs & Services

CTN provides a number of programs and services to support children with special needs and their families. Delivered through our partner organizations these services help support families where they need it most—at home, school or in the community.

Audiology: We focus on prevention, identification, assessment, treatment and habilitation of hearing loss. Services are provided by a registered audiologist at CTN's Richmond Hill location. Recommendations for the management of hearing loss, education and hearing-related counselling services are available.

Augmentative Communication: Available for children and youth younger than 19 years of age who are in school and have been referred by their local team. Services include helping those with challenges speaking who would benefit from using augmentative and alternative communication devices. Service teams may include speech-language pathologists, occupational therapists and communicative disorders assistants.

Autism Spectrum Disorder Diagnostic Hub: CTN leads the ASD Diagnostic Hub in the Central Region, ensuring children and youth in Simcoe, York, Dufferin, Halton, Peel, Waterloo and Wellington access the diagnostic assessments they need.

Brief Resource Service: Entails one to three sessions with a service planning coordinator and identifies an action plan and helps families who are waiting for service coordination or preparing for a transition. It's used to assist with accessing funding, camps, respite and other services.

Child and Family Counselling: Support is offered to clients and families who experience high levels of stress or need support in dealing with emotionally difficult situations. Services are not intended for issues that require long-term intervention. Our therapists will redirect families if longer-term therapy is needed.

Coordinated Service Planning: Service planning coordinators support the development of a coordinated and integrated plan that considers all service needs. Planning is family centred and helps to identify and set meaningful goals.

Diagnostic and Medical Consultation Services:

These services are for children and youth with complex developmental, medical and/or behavioural concerns for the purpose of diagnosis and/or short-term medical follow-up or consultation. A referral from a physician is required for this interdisciplinary service.

Feeding: The Feeding Assessment and Consultation Service provides a one-time assessment and consultation visit for children with one or more of many types of feeding and swallowing difficulties.

Key Support and Services Workers: Available for children and youth with a diagnosis or suspected diagnosis of Fetal Alcohol Spectrum Disorder (FASD). Support workers provide services for children and youth up to age 18 (or 21 if still attending secondary school) and support families to implement strategies to help children build skills.

Occupational Therapy: This therapy is for children and youth with neuromotor disabilities and focuses on developing motor skills to improve their performance of activities associated with daily life (self-care, play, community participation). Therapists can also assess and prescribe equipment to maximize function and comfort.

Physiotherapy: This therapy is for children and youth with neuromotor disabilities and focuses on developing gross motor skills to maximize the child's function and participation at home, at school and in the community. Therapists can also assess and prescribe equipment to maximize function and comfort.

Psychological Services: Supports the diagnosis and behaviour management of children and youth with a range of complex cognitive, neurological and/or behavioural issues through psychological or neuropsychological assessment and consultation.

Recreation and Leisure Services: Occupational therapists, physiotherapists and local team facilitators work within the community recreational sector to create, facilitate and enhance inclusion and recreation opportunities for children and youth. Programs may be delivered in a variety of locations.

School-Based Rehabilitation Services: School-based rehabilitation services in publicly funded schools is now administered by children's treatment centres across the province. The program ensures children with rehabilitation needs are able to attend, participate and receive instruction in schools across Simcoe County, Muskoka, Central Toronto and York Region.

Seating and Mobility Specialty Services: This service assists children and youth who have complex seating or mobility prescriptions to determine and obtain the equipment best suited to their needs. Children and youth requiring this service must be referred by the child's occupational therapist or physiotherapist.

Spasticity Management: For children and youth (from two to 18 years of age) with spasticity or dystonia. (Spasticity is a change in muscle tone or muscle stiffness and is often related to cerebral palsy, acquired brain injury and spinal cord injury.) The service providers work with therapists to ensure monitoring and follow up. This service requires a physician's referral.

Service Navigation: This is provided by experienced professionals who are knowledgeable about services, programs and supports. Service navigators ensure children and their families are accessing the appropriate services based on a preliminary review of their strengths and needs.

NOTE: Service eligibility criteria vary by service. Please call ACCESS at 1-866-377-0286 or visit ctnsy.ca/programs-services.aspx for up-to-date information about CTN programs and services.

Our Partners

These groups provide services and support to families and children and come from the education, healthcare, community and social service sectors to ensure we can support families at home, school and in the community.

Core Partners

1to1 Rehab Inc.
Catulpa Community Support Services
Closing the Gap Healthcare Group
Empower Simcoe
Kinark Child and Family Services
Mackenzie Health, Centre for Behaviour Health Sciences
Markham Stouffville Hospital, Child Development Programs
New Path Youth and Family Services
North Simcoe Muskoka Local Health Integration Network
Orillia Soldiers' Memorial Hospital, Children's Therapy Services

Paramed Inc.
Regional Municipality of York, Early Intervention Services
RNS Health Care Services Inc.
Royal Victoria Regional Health Centre, Children's Development Services
Southlake Regional Health Centre
The Speech Clinic
VHA Rehab Solutions
York Catholic District School Board
York Hills Centre for Children, Youth and Families
York Region District School Board
York Support Services Network

Affiliate Partners

Barrie Area Native Advisory Circle
Barrie Paediatric Associates
Boomerang Health
Brain Injury Services, Muskoka Simcoe
Burkevale Protestant Separate School Board
CHIGAMIK Community Health Centre
Canadian National Institute for Blind
Central Local Health Integration Network
Community Connection
Community Living Association for South Simcoe
Community Living Huronia
Deaf Access Simcoe Muskoka
E3 Community Services Inc.
EarlyON Child and Family Centre - Simcoe North
Epilepsy York Region
Holland Bloorview Kids Rehabilitation Hospital

Kerry's Place Autism Services
La Clé
Learning Disabilities Association of York Region
Le Conseil scolaire district Catholique Centre-Sud
March of Dimes Canada
Morneau Shepell
Recreational Respite Inc.
Safehaven Project for Community Living
Seasons Centre for Grieving Children
Simcoe County District School Board
Simcoe Muskoka Catholic District School Board
Spark Therapy
Waypoint Centre for Mental Health Care
YMCA of Simcoe/Muskoka
York Paediatric Therapy Services Inc.

Network Supporters

CanChild Centre for Childhood Disability Research (McMaster University)
electronic Child Health Network
Empowered Kids Ontario
Ministry of Children, Community and Social Services

Ministry of Education
Ministry of Health and Long-Term Care
Ontario Telemedicine Network
Ontario Trillium Foundation
The Hospital for Sick Children



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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

Questions? Please contact CTN

ACCESS line: 1-866-377-0286

Administrative Offices:

13175 Yonge Street,
Richmond Hill, Ontario L4E 0G6
Email: info@ctnsy.ca

Children's Treatment Network is funded by the Ministry of Children, Community and Social Services (MCCSS), and works in close collaboration with network partners funded by MCCSS and other ministries including the Ministry of Education and the Ministry of Health and Long-Term Care.

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