

# Staying Connected



**Children's  
Treatment Network**

**Annual Report 2020 – 2021**





## A Message from our CEO and Board Chair

It is often in times of upheaval that innovation thrives, collaboration blossoms and connections become critical. This year, more than ever, we have seen this at work. Our clients, families, employees, and partners have shown us that rising to meet the challenge of a pandemic in a responsive way is about providing essential service that is founded on strong relationships. It's about staying connected.

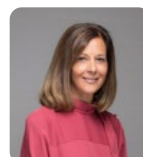
It's this idea of 'connection' that is the theme of this year's annual report. As a community, our network's response to this crisis created space for us to actively live our values of inclusion, innovation, agility and shared responsibility.

**"We all adapted to the challenges that tested us throughout the year."**

We're proud of the way we all adapted to the challenges that tested us throughout the year. It hasn't been easy for many who have faced personal loss, financial struggles, loss of services, or the fight for inclusion, equity, and social justice. Whether it's by offering services virtually or helping one of our partners deliver telepractice training to providers, throughout all of this, we've continued to focus on children, youth and families.

Over the next year, we will begin our next strategic planning cycle. Through stakeholder engagement, we aim to develop a strategic plan that applies an inclusivity lens and focuses on continually improving the service experience for children, youth and families.

CTN is privileged to work alongside our dedicated team to support children and their families. As we look ahead, it is with a clear focus on our strategic goals and on our ongoing commitment to stay the course, stay together and stay connected.



*Eisler*

Karen Eisler  
Chief Executive Officer



*Abou-Saab*

Christianne Abou-Saab  
Chair, Board of Directors

## About Us

CTN supports over 23,000 children and youth with a variety of disabilities and developmental needs. We provide over 95,000 service visits per year. Our clients often require multiple interventions such as physiotherapy, occupational therapy, speech therapy and/or medical services.

Whether it's in their homes, communities, or schools, we focus on supporting children who require help for a range of needs from birth to their 19th birthday (or up until completion of high school) through our network model of service delivery. Through the collective efforts of community partners, we provide and enhance services, champion system change, and build capacity primarily in York Region and Simcoe County as well as Central and West Toronto, Dufferin, Halton, Peel, Waterloo and Wellington.

In addition to working with partner organizations, we connect with community agencies to help support families. Our partnership network model is driven by our commitment to family engagement at all levels within the organization and the network. It enables us to provide coordinated services to children and youth with disabilities and developmental needs. The effectiveness of the network model is tied to the strength and quality of our partnerships.

We have 56 employees and 10 shared network local sites. We partner with over 50 private and public organizations in health, education and community and social services sectors. We have contracted partners and non-contracted partners who serve clients and leverage the use of our shared electronic record and our local sites.

A key component of our integrated service approach is our shared electronic record, which anchors our approach to service delivery. It is shared across our partner organizations and provides the foundation for integrated plans of care and services. It reduces the need for families to retell their story, allows for efficient and effective sharing of information and helps make transitions between service providers and programs easier. We have over 2,300 shared electronic record users that work for 29 organizations across agencies and sectors.

We are a values-driven organization. Our core values of inclusion, innovation, agility and shared responsibility form the foundation of our strategic plan. This leads to our vision of building brighter futures together, our mission and strategic goals.







Deven



Dr. Saltzman-Benaiah

## How We're Evolving Services

### Deven

*"Flexibility is key when working with children who have complex needs,"* according to Dr. Jennifer Saltzman-Benaiah, a neuropsychologist with CTN's Psychological Services. *"A flexible approach embraces each child's unique strengths, needs, development and relationships."* It's an approach that made all the difference for CTN parent Kelly and her 10-year-old son, Deven, who loves video games, swimming and all things Super Mario Bros.

At 21 months, Deven was diagnosed with Autism Spectrum Disorder (ASD). Despite his early diagnosis, he didn't receive therapy until he

was six years old because of lengthy wait times to access service. By then, he had started school, where his needs were misunderstood, and his difficulties at school were thought to be due to his behaviour. On top of this, Deven started to experience stroke-like symptoms, that were only later diagnosed as hemiplegic migraines.

Deven was referred to CTN Psychological Services, where he was seen for a specialized neuropsychological assessment by Dr. Saltzman-Benaiah. The in-depth testing and individualized approach provided Kelly and Deven's school team with the critical information needed to meet his learning and developmental needs at home and at school.

This experience is precisely the response that Dr. Saltzman-Benaiah and her team are striving

for. *"We want families to feel engaged with their child's assessment so that the information is meaningful and helpful in determining next steps for intervention and advocacy,"* she says. *"The great thing is that CTN is flexible in how we meet individual children's needs during their assessments, and we can continually adjust our focus so that we are providing the best service to the community."* This included expanding the original role for CTN psychologists almost 12 years ago, to include her specialized training as a neuropsychologist, bringing expertise to new areas like brain injury.

For families, CTN's ability to evolve to meet the needs of clients and communities ensures continuous growth in how we deliver services. An impactful difference for clients like Deven.





## Shifting to a Virtual-First Model of Service

The onset of the pandemic required CTN to be agile and determine how to provide services to clients in a different way than our traditional in-person approach. Adopting a virtual-first hybrid model, CTN began offering services through telepractice (video and telephone sessions) in March 2020. CTN worked collaboratively with its service providers to develop quality virtual services and to ensure that clinicians had the knowledge and tools they needed to provide services within this model. CTN has been able to continue to meet the needs of the children, youth, and families it supports by offering services through virtual video sessions, telephone sessions and where necessary, in-person appointments.



## Parents Satisfied with Family-Centred Coordinated Service Planning Services

The Measure of Process of Care (MPOC) is a survey tool that measures parent perceptions of the extent to which services are family-centred. This evaluation is conducted by CanChild Centre for Disability Research at McMaster University on behalf of the Ministry of Children, Community and Social Services for all 34 regions where the province delivers Coordinated Service Planning (CSP). CTN's evaluation for the period between April 2019 and September 2020 was exceptional. Survey results showed that 97 per cent of families were satisfied with the service they received from Service Planning Coordinators.



3,940  
in-person visits (Core)



26,832  
virtual visits (Core)



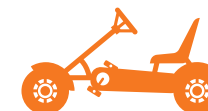
861  
in-person visits (SBRS)



70,103  
virtual visits (SBRS)



1,233  
developmental  
assessments



15  
recreational  
equipment loans

Core services are those CTN offers to children and youth with multiple or complex needs requiring specialty assessment, intervention and/or integrated, coordinated services.

School Based Rehabilitation Services (SBRS) is provided to school aged children to ensure they can attend and participate in school and receive instruction.





Alliya



Avery



Julie

## How We're Nurturing Relationships

### *Avery and Alliya*

Listening to CTN Service Planning Coordinator Julie speak with Stephanie, mom to 10-year-old twin girls, Avery and Alliya, is like walking into a family conversation.

Avery, who likes sporty activities and Alliya who likes creative ones, have Hallermann-Streiff Syndrome (HSS) and facial differences. Both also have a gastrostomy tube.

You can feel the strength of the relationship between both women and the girls. Julie and

Stephanie's connection is central to the support that is provided to Avery and Alliya. In fact, it was strong relationships with partners in the community that first brought the girls to Julie's attention, after learning there was a French speaking family with twin girls needing support.

As a Francophone family, many of the services and diagnostic testing that the girls needed were only done in English. Julie stepping in and connecting the family with culturally responsive supports was a gamechanger.

Over the last seven years, Julie has watched them grow up. She knows their likes, their dislikes, and works to find activities that suit their individual personalities.

In what has become a defining moment for the family, last year Julie referred the girls to a camp called *About Face*, an organization that promotes the emotional and mental well-being of individuals with facial differences. Through *About Face*, Avery and Alliya have written a book, participated in a commercial and most of all found a sense of belonging.

*"I like when we see other people who think like me, who have differences like me, I feel like I am not alone,"* says Alliya.

Being able to rely on Julie for support has made a critical difference in the lives of the family. *"The goal of service coordination is to support parents and then set them free,"* says Julie.





## Government Relations

Empowered Kids Ontario (EKO) represents Ontario's publicly funded child development and rehabilitation sector. They have been advocating for the government to invest in the sector to address the longstanding issue of wait times for children and youth to access services. Due to the pandemic, children have had their treatment disrupted, those on waitlists are waiting longer and those without a diagnosis face delays in accessing care. This past winter, Karen Eisler, CTN's CEO, and other leaders participated in provincial pre-budget consultations strongly supporting the call to action.

In March, the Ontario government announced funding of \$240 million over four years for the sector beginning in 2021-22, a historic investment in child development and rehabilitation. This investment will ensure that more children and families have access to critical services when they need them and build additional service capacity in early intervention rehabilitation and preschool speech and language services.



**600+**  
resources on  
our website



**53**  
families served through  
family mentor program  
*(funded by Ontario Trillium Foundation)*



**31**  
trained family  
mentors



**78**  
virtual events

Social media followers/subscribers



2,975



719



1,824



61



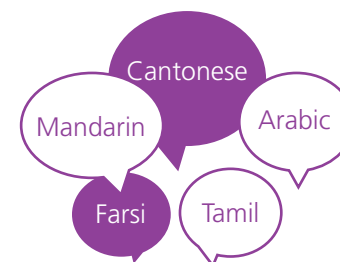
Clinical services have  
been provided in

**28**  
languages with the  
support of interpreters



**12**  
languages spoken  
by family mentors

Top 5 languages requested  
for interpreter support



"When people only see a part of you, they don't see a whole you. There is more to you. You are more than the sum of your parts."

Stephanie Lurch



## How We're Strengthening Capacities

### Stephanie Lurch

#### Learning from our Frontline Providers

Stephanie Lurch is a woman of the world. Working as a physiotherapist, she's traveled with an ultramarathoner in New Zealand and with Cirque Du Soleil on their European tour. She's worked in Vancouver, Ghana and the Canary Islands. For the past seven years, CTN has benefitted from her international experience as a physiotherapist specializing in pediatrics with the York Catholic District School Board.

Stephanie's approach to physiotherapy focuses on the whole self. "I really want my clients to know that they are enough," she says. "I have never been enough. When people first see me, they see that I am Black, but they don't see the other parts of me. When people see kids with a disability, they see the disability but not the kids."

This is what Stephanie is working to change. The first question she asks the children she sees, is 'who are you?' As Leader: Anti-Racism, Equity, and Social Accountability in the Department of Physical Therapy at the University of Toronto, Stephanie also brings an equity and inclusivity lens to her professional approach. She sees her role as ensuring patients thrive. In the process, she's also inspiring the next generation of therapists to incorporate inclusivity and equity into their practice.

"Physio is all about movement. We often think about it as just movement of the body, but there's more," she says. "There is the movement of the heart, the soul and social justice movement." For Stephanie, working with children and seeing their whole self centres on inclusivity and living your values.

As CTN continues to bring care where it is needed in the community, Stephanie stresses the importance of seeing the whole child. "When people only see a part of you, they don't see a whole you. There is more to you. You are more than the sum of your parts."





## Building a Culture of Quality

This year, CTN established a Quality Framework to serve as a foundation to continue to foster a culture of quality throughout the organization. It highlights four key dimensions to quality: Family and Client Experience, Population Focus, Resources and Employee and Service Provider Well-Being. It will shape how we move strategic quality goals forward and create long-term measurable and sustainable change.

## Commitment to Quality Demonstrated by Earning Accreditation

CTN earned a 3-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF). We were first accredited as a network in 2018. This latest award extends our accreditation status to 2024. Accreditation is a process that applies internationally recognized standards to service areas and the business practices of an organization. This achievement demonstrates our commitment to delivering a high standard of service quality through our network partners to the children, youth and families we serve.

## Evolving our Board and Committee Recruitment Process

CTN recently updated its recruitment materials and practices with a focus on more accurately reflecting the diverse communities it serves and to seek out candidates with specific skill sets based on the needs of the board. 64 applications were received. This result was a 191% increase over 2020 applications received and a 327% increase over 2019 results. **To learn more about CTN's governance practices visit: [www.ctnsy.ca/About-Us/Governance.aspx](http://www.ctnsy.ca/About-Us/Governance.aspx)**

## Strengthening Capacities During the Pandemic

### Across the network



### Across Ontario

#### Telepractice Training (Partnership with Mackenzie Health)

40 presentations with  
**over 2,500 attendees**

Mackenzie Health invited CTN to partner with them to develop and deliver training on the foundational elements of telepractice, which is the provision of clinical services via telephone or video session versus in-person, to professionals across the network and the province. Telepractice was new to most providers at the beginning of the pandemic. This training covered content in key areas such as defining telehealth, consent, ethics and etiquette, privacy, and identifying crisis over telehealth and how to help. This training supported providers in developing strong telepractice skills and abilities which have been used throughout the pandemic to meet the needs of children and families.

#### Autism Spectrum Disorder (ASD) Virtual Assessment Training

**257 attendees**

CTN is a leader in the province in providing virtual ASD assessment training to professionals across Ontario. Our Developmental Assessment and Consultation Services (DACS) team delivered training sessions to participants representing a wide variety of disciplines. The team also delivered ASD assessment training to psychologists from three Greater Toronto Area school boards to help to build their capacity to provide virtual autism diagnostic assessments. This resulted in increased access to this critical diagnostic process across the network.

## Statement of Operations for the year April 1, 2020 to March 31, 2021

REVENUES	2020/2021	2019/2020
Ministry of Children, Community and Social Services	\$27,138,264	\$27,519,625
Interest	10,179	39,636
Other	825,469	830,249
<b>TOTAL REVENUES</b>	<b>27,973,912</b>	<b>28,389,510</b>
EXPENSES		
Clinical Services		
Compensation	1,416,092	1,429,841
Program Support	514,760	402,217
Contracted Out Services	18,700,054	19,285,593
Total Clinical Services	20,630,906	21,117,651
Service Navigation/Service Coordination		
Compensation	1,397,852	1,332,025
Program Support	99,355	111,198
Contracted Out Services	1,382,845	1,306,571
Total Service Navigation/Service Coordination	2,880,052	2,749,794
Evaluation	96,134	91,568
Family Resource Program (Ontario Trillium Foundation)	99,819	104,789
Administration		
Compensation	2,043,680	1,867,688
Corporate and Program Supports	1,035,252	1,220,536
Occupancy Costs	1,188,069	1,237,484
Total Administration	4,267,001	4,325,708
<b>TOTAL EXPENSES</b>	<b>27,973,912</b>	<b>28,389,510</b>
<b>SURPLUS/(DEFICIT)</b>	<b>\$0</b>	<b>\$0</b>



## Programs & Services

CTN offers several programs and services through its network that includes specialized clinics and assessments, family programs, rehabilitation services and supports and intake, service navigation and coordinated service planning.

### Rehabilitation and Specialized Clinical Services

We provide children with disabilities and other developmental needs access to rehabilitation services and specialty clinics, including occupational therapy, physiotherapy, audiology, alternative and augmentative communication, feeding assessment and consultation, psychological services, seating and mobility and spasticity management.

### School Based Rehabilitation Services

We ensure that children with rehabilitation needs can attend school, participate in activities and receive instruction by providing occupational therapy, physiotherapy and speech therapy.

### Service Coordination, Brief Resource Support and Coordinated Service Planning

We connect children, youth and families with community supports and coordinate integrated service plans. This may include service navigation, brief resource support, coordinated service planning and key services and supports for fetal alcohol spectrum disorder (FASD).

### Diagnostic and Medical Consultation Services

We help children get the diagnostic services they need through our Developmental Assessment and Consultation Services (DACS) and as the Autism Spectrum Disorder (ASD) Diagnostic Hub -Central Region.

**To learn more about our programs and services visit:**  
**[www.ctnsy.ca/Program-Services.aspx](http://www.ctnsy.ca/Program-Services.aspx)**





## Partnerships

Our partnerships are the foundation of CTN. These partners provide services to families and children and come from the education, healthcare and social and community service sectors. They enable us to provide support to children and their families at home, school and in the community.

**To learn about our partners visit:**  
[www.ctnsy.ca/Our-Partners.aspx](http://www.ctnsy.ca/Our-Partners.aspx)

## Core Partners:

1to1 Rehab  
 Catulpa Community Support Services  
 Closing the Gap Healthcare Group  
 Dnaagdawenmag Binnoojiyag Child & Family Services  
 Empower Simcoe

ErinoakKids  
 KidsAbility Centre for Child Development  
 Kinark Child and Family Services  
 Mackenzie Health, Centre for Behaviour Health Sciences  
 Markham Stouffville Hospital, Child Development Programs  
 New Path Youth and Family Services  
 Orillia Soldiers' Memorial Hospital, Children's Therapy Services  
 Regional Municipality of York, Early Intervention Services  
 RNS Health Care Services  
 Royal Victoria Regional Health Centre, Children Development Services  
 Southlake Regional Health Centre  
 The Speech Clinic  
 VHA Home HealthCare  
 York Catholic District School Board  
 York Region District School Board  
 York Support Services Network

## Affiliate Partners:

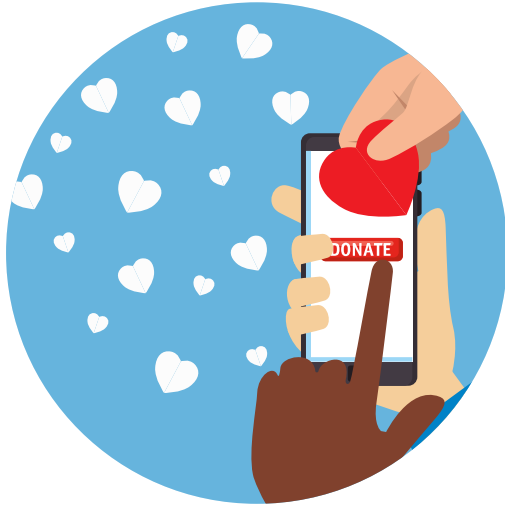
Barrie Area Native Advisory Circle  
 Barrie Paediatric Associates  
 Boomerang Health  
 Brain Injury Services, Muskoka Simcoe  
 Burkevale Protestant Separate School Board  
 CHIGAMIK Community Health Centre  
 Canadian National Institute for Blind  
 Community Connection  
 Community Living Association for South Simcoe  
 CLH Developmental Support Services  
 Deaf Access Simcoe Muskoka  
 E3 Community Services Inc.

EarlyON Child and Family Centre - Simcoe North  
 Epilepsy York Region  
 Holland Bloorview Kids Rehabilitation Hospital  
 Home and Community Care Support Services Central  
 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  
 Silent Voice  
 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 (eCHN)  
 Empowered Kids Ontario (EKO)  
 Ministry of Children, Community and Social Services  
 Ministry of Education  
 Ministry of Health  
 Ontario Trillium Foundation  
 The Hospital for Sick Children





## CTN Family Fund

The Family Fund made a difference for Ariella and her family. Ariella, who loves being read to, whether it's a picture book or a good novel, has a rare genetic disorder. That disorder is believed to be the cause of her being born with microcephaly, which has led to a global developmental delay and cerebral palsy. Ariella's therapy team felt that she would benefit from using a Rifton chair, a positioning chair that optimizes a child's sitting position allowing them to engage in activities such as eating, drawing and using their laptop. CTN was able to contribute towards the purchase of the chair from the fund, and Ariella's parents immediately saw the difference it made for her.

*"Since receiving the chair, she's been having a much easier time working on her fine motor skills," said her mother, Andrea. "With the proper support this chair offers, she's had the opportunity to focus on other skills instead of having to put all her energy towards just trying to sit upright. It's truly been a blessing to her and us."*

Through generous donations by individuals and companies, CTN can provide assistance to families in need. From April 2020 to March 2021, CTN provided almost \$10,000 from the Family Fund to help nearly 60 families in need of support.

**For more information or to donate please visit our CTN Family Fund web page: [www.ctnsy.ca/About-Us/CTN-Family-Fund.aspx](http://www.ctnsy.ca/About-Us/CTN-Family-Fund.aspx)**





# Children's Treatment Network

## Social Media

@CTNKids



For information about our list of sites in York  
Region and Simcoe County visit our website:  
[www.ctnsy.ca/About-Us/Locations.aspx](http://www.ctnsy.ca/About-Us/Locations.aspx)

## Questions?

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

**School Based Rehabilitation Services:**

1-877-972-7277

**Corporate Office:**

13175 Yonge Street

Richmond Hill, Ontario L4E 0G6

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



Charitable Registration #: 830649141RR0001