



Children's
Treatment Network

Future Forward

ANNUAL REPORT 2021-2022



A Message from our CEO and Board Chair

As we emerge from the second year of a global pandemic, we do so in the spirit of hope and anticipation of what lies ahead for Children's Treatment Network (CTN). Although the impact of the pandemic has been far-reaching, CTN is looking forward to the future and fulfilling our core mission of supporting children and youth with disabilities and other developmental needs.

The theme of this year's annual report is *Future Forward*. With our current **strategic plan** coming to a close, one of the key ways we are preparing for what's to come is the launch of our new strategic plan in the fall of 2022. This plan will guide CTN into its future—one that continues to be committed to client care and high quality service delivery for children and families.

Moving into the future also requires reflection on the past. Our current strategic plan is centred upon fulfilling our mission of nurturing a dynamic network that improves the lives of clients by providing a range of integrated, family-centred services through three key strategic goals: **evolving services**, **nurturing relationships** and **strengthening capacities**.

As you'll read in the contents of this report, we are proud of our accomplishments this past year and how they reflect these goals. With children, youth and families at the heart of everything we

do, we have also included highlights of a few families we've been proud to work with. We hope that their stories allow you to get a glimpse into the amazing work we feel privileged to do every day.

In the year ahead, we will continue to support families, innovate service delivery and strengthen the network. Our future is on the horizon and we are confidently moving towards this new chapter in CTN's evolution.

We are honoured to work with a talented team of employees, volunteers, and network partners whose dedication to supporting clients is demonstrated in the work they do every day. As we move forward, we do so with a passionate commitment to building brighter futures for children, youth and their families.



Karen Eisler
Chief Executive Officer



Jonathan Gingerich
Chair, Board of Directors

About CTN

CTN supports over 26,000 children and youth with disabilities and developmental needs. Through 110,000+ service visits per year, 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.

Our support reaches children and youth in their homes, communities and schools, from birth up until their 19th birthday (or 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.

We also support families by connecting them with other community agencies who provide additional resources and programs outside of our partnerships. Our network model engages families at all levels within the organization, allowing us to provide coordinated services.

At CTN, we employ close to 100 people and have 10 shared local sites. We partner with over 50 private and public organizations in the

health, education, community and social services sectors. Our partners, who serve clients, leverage the use of our shared electronic record which anchors our collaborative approach.

With over 1,600 shared electronic record users that work for 31 organizations, this system provides the foundation for integrated plans of care and service, reducing the need for families to retell their story, and ultimately allowing efficient and effective sharing of information between various service and program providers.

Our core values of inclusion, innovation, agility and shared responsibility form the foundation of our strategic plan and guide our vision of building brighter futures together while fulfilling our mission and strategic goals.





COVID-19 Pandemic Response

CTN continued to adapt and look for opportunities to serve clients and their families in inclusive and accessible ways.





CTN was able to quickly respond to new COVID-19 waves with a combination of in-person and virtual services, contributing to an 8.4% increase in clients receiving services and an 11.9% increase in overall client visits over the same time period last year.

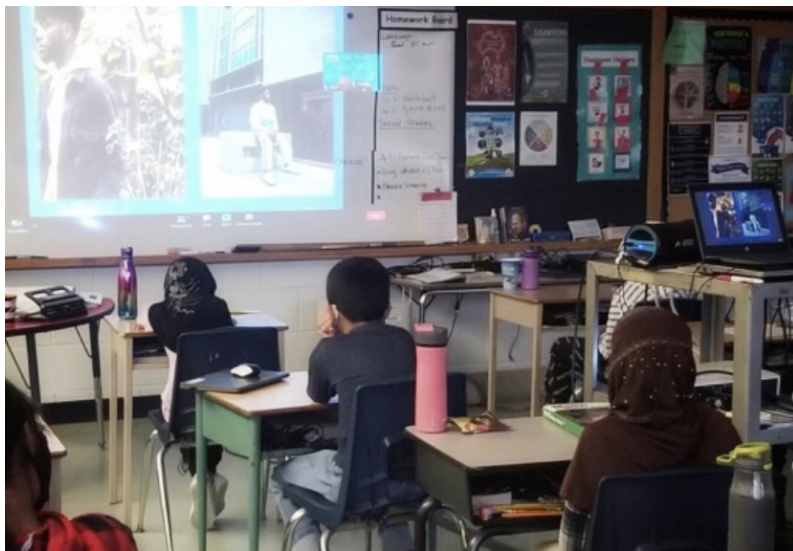
We developed procedures including a [vaccination policy](#) to support the safe delivery of services to children and youth. In addition, we worked closely with our partners to help provide service visits despite the pandemic's impact on schools. Vaccine information was provided on our website and through our social media channels, helping families make informed decisions about getting their child or youth vaccinated.

Even with the ongoing pandemic, partners and employees felt supported by CTN, sharing a high level of satisfaction with the remote approach to work as a result of virtual training, education and social connection opportunities.

Making an Impact for Families

As we look ahead to our new strategic plan, we reflected on our three strategic goals and the continuous work we've done to support children, youth and families under our current strategic plan. Below is a snapshot of some of the key achievements we've accomplished over the last four years.

					
		2018-2019	2019-2020	2020-2021	2021-2022
Strategic Directions	We will Evolve Services	<p>Introduced Fetal Alcohol Spectrum Disorder Key Service and Support Coordinators</p> <p>CTN began delivering School-Based Rehabilitation Services</p> <p>Launched new Occupational Therapy (OT) and Physiotherapy (PT) service model</p>	<p>Increased assessments through the Autism Spectrum Disorder (ASD) Diagnostic Hub</p> <p>New service agreement with Dnaadawenmag Binnoojiiyag Child & Family Services to serve more Indigenous families</p>	<p>Equipment Loan Program established</p> <p>Shifted to virtual-first hybrid service model</p> <p>Developed Complex Seating Clinic in York Region</p>	<p>Launched Ontario Autism Program Urgent Response Services (URS)</p> <p>Joined the newly established York Simcoe Autism Network (YSAN)</p> <p>Initiated clinical and network modernization projects</p>
	We will Nurture Relationships	<p>Hosted 31 events for over 550 children, youth and families</p>	<p>Hosted 69 events for over 2,000 children, youth and families</p>	<p>Hosted 78 virtual events for over 850 children, youth and families</p>	<p>Hosted 43 virtual events for over 850 children, youth and families</p>
	We will Strengthen Capacities	<p>Sibling workshop training for CTN and network partners</p> <p>31 training sessions for over 995 participants</p>	<p>F-Words for Child Development Training and Service Delivery Integration</p> <p>76 training sessions for over 928 participants</p>	<p>Evolved board & committee recruitment process to better reflect the diverse communities we serve</p> <p>76 training sessions for over 862 participants</p>	<p>Provided an education session to nearly 200 Service Planning Coordinators across Ontario</p> <p>77 training sessions for over 2,500 participants</p>



HOW WE'RE EVOLVING SERVICES

View Nathan's Story



Meet Nathan. Former CTN client. Soon-to-be university graduate. Public speaker. Disability advocate. Part-time model. His future possibilities? Limitless.

Nathan has Cerebral Palsy, and is one example of the thousands of youth CTN provides integrated services to each year, in order to help prepare them for transitions. For Nathan, CTN's services were essential in supporting his transition into adulthood.

Our Services

CTN offers Community Based Rehabilitation Services (CBRS) to families of children and youth who have multiple or complex needs requiring speciality assessment, intervention and/or integrated, coordinated services.

School Based Rehabilitation Services (SBRS) ensure that children with rehabilitation needs can attend school, participate in activities and receive instruction. Therapy is provided in the school setting by contracted service providers.



17,540

in-person and
virtual visits (CBRS)



76,522

in-person and
virtual visits (SBRS)

CTN also supported

over 16,000

telephone and email communication
between service providers and families
to address client needs.

Roadmap to our Future

CTN has begun the process of developing a new strategic plan that will provide a defined sense of direction to best support children, youth and families.

Our strategic planning process included procurement of an organization with expertise in co-design and strategic planning to guide us through the work, research and development. As part of our research, we implemented a comprehensive engagement strategy that sought the input of more than 220 clients and families, employees, network and system partners, service providers and community members. Their unique perspectives helped us to better understand how CTN can evolve, modernize how we work and continually improve the service delivery experience for children, youth and their families.

The strategic plan and goals are the foundation upon which we nurture a culture of accountability and continuous quality improvement. We look forward to launching the plan in fall 2022.

Commitment to Modernization

Grounded in safety, equity, innovation, collaboration and resources, CTN is actively engaged in business, clinical and network modernization initiatives.

Clinical modernization efforts will focus on the implementation of key ministry initiatives such as SmartStart Hubs and other developments including hybrid and tiered service models that will enhance programs and supports to meet the growing needs of families.

Current business modernization efforts are focused on preparing employees and sites to shift to a hybrid model that combines working from on-site and home office locations. This innovative model delivers on our commitment to supporting and maintaining a positive work environment and employee engagement, while maximizing existing space for clinical service delivery.

Network modernization is also underway to strengthen the capacity of our network model to deliver effective, efficient and sustainable services.

With the implementation of these new and improved business processes, tools and service delivery models, we will continue to strive to improve outcomes for clients, families, network partners and our employees as we head into the future.

Urgent Response Service

CTN was identified as the lead provider for the Ontario Autism Program Urgent Response Service (URS) in Simcoe County and York Region this year. URS is one of the key elements of the Ministry of Children, Community and Social Services (MCCSS) Ontario Autism Program (OAP). For clients and families, it is a time-limited, rapid response service that addresses a specific need to prevent further escalation of a child or youth harming themselves, others or property. The York-Simcoe model was developed, implemented and is being delivered in partnership with ten CTN partner organizations and the YSAN.



HOW WE'RE NURTURING RELATIONSHIPS

CTN and Kerry's Place Autism Services: *One Step at a Time*

In partnership with Kerry's Place Autism Services, CTN hosts a monthly workshop called *One Step at a Time* for caregivers who have a child or youth with a new diagnosis of Autism Spectrum Disorder (ASD).

This past year, CTN held 11 virtual sessions for 135 parents, grandparents and caregivers. Cindy Tjon is one of these parents. As a parent to two daughters with ASD, the workshop was one of the first recommendations offered to her family after receiving a diagnosis. *"It is a great place to start because there is so much information out there, it's hard to know where to begin or what to do next,"* says Cindy.

Some of the information shared in the workshop includes where to find assistance with funding applications, a better understanding of ASD, clear next steps and resources, as well as referrals to services and supports in their area. In addition, caregivers are taught the importance of self-care and how to look for signs of an emotional struggle.

"Seeing and hearing from a parent gave us someone whom we could immediately connect with," notes Cindy.



The Tjon family

"She touched on the emotions and feelings we must all be going through and gave very practical advice."

As Niki Huxtable, Local Team Facilitator and parent of a child with ASD notes, *"ASD is simply another way of experiencing the world. Although they may feel overwhelmed right now, we are there to say...this is going to be okay."*

For more information about One Step at a Time workshops, please visit our network [calendar](#).

Supporting Connections and Relationships

During the pandemic, in the absence of in-person opportunities, CTN used a variety of ways to keep our relationships strong with clients, families, partners and providers.

CTN's social media and website became important tools to share stories, news, events and information. Our website saw an increase of 40% in overall visitors, while our social media footprint continued to grow organically, with Instagram and YouTube seeing the largest increases. Our plan for the future includes developing more visual and video content for our followers.

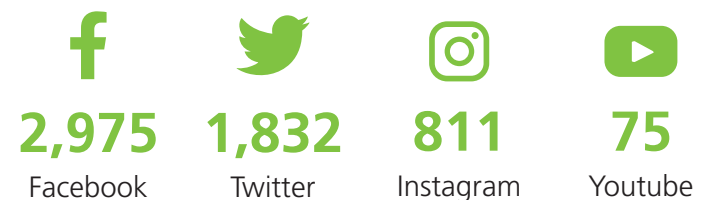
In the absence of in-person events, we provided alternative ways to connect through virtual events, mentorship and informative webinars.

Partnering with Georgian College Physiotherapy and Occupational Therapy Assistant students, we were able to host several virtual events for children, youth and their families. Over 40 birthday parties, holiday events and workshops were also moved online, helping families stay connected while at home.

The [Family Mentor Program](#) continued to support families interested in speaking with one of CTN's 21 trained volunteer family mentors, while offering 19 webinars on various topics including special education, transitioning to school and navigating a new autism diagnosis.



5,693 Total Followers



York Simcoe Autism Network (YSAN)

YSAN is a partnership of organizations with a history of providing services to children and youth on the autism spectrum. These organizations have come together around a shared vision of a coordinated service network that emphasizes a whole child/family-centered focus, an integrated care approach to service that supports transitions from child to youth to adult and where providers are working to their strengths to promote service excellence for families.

The formation of this network has provided an opportunity for CTN to deepen existing partnerships and form new ones as a way to serve more clients and families in a coordinated and holistic way.

Employee Recognition Program

In the fall of 2020, the CTN Employee Engagement Committee created the SHINE peer recognition program. Inspired by dedicated and passionate employees, SHINE helps connect the CTN team to each other and nurtures strong relationships which have become even more important while working virtually during the pandemic. This past year, 41 SHINE awards were awarded to peers who exemplify CTN's four values of inclusion, innovation, agility and shared responsibility and support our vision of building brighter futures together.



HOW WE'RE STRENGTHENING CAPACITIES

Joy Through Inclusive Family Fun

In 2012, Dr. Rosenbaum and Dr. Gorter with CanChild, a research centre at McMaster University dedicated to transforming lives of children and youth with developmental conditions and their families, developed a list of six words that reflect some of the most important aspects of child development: functioning, family, fitness, fun, friends and future.

For four-year-old Yaroslav, or Yaro, as he is known to many, these words represent how CTN has supported his family. Through the use of [CTN's Equipment Loan Program](#) (funded by the Ontario Trillium Foundation), he has been able to take part in fun and engaging activities which are essential for his personal development with his mom, dad and younger brother.

Yaro's disability requires 24/7 support, he loves to explore, try new activities and enjoys sensory play. During the spring and summer months, Yaro's family borrowed a bike, enabling them to enjoy bike rides together in their local conservation area.

The family has also borrowed a portable, water-friendly seat that allows Yaro to play at the beach during family vacations. This therapeutic piece of equipment allows him to splash and explore independently in the water. For Yaro, a child with a love for water, this is particularly thrilling.

CTN's Equipment Loan Program allows families to borrow specialized recreation, therapy and complex clinical equipment for up to 12 weeks at a time. This past year, CTN has loaned 135 pieces of equipment to 55 families.



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Strengthening Connections and Services

The Coordinated Service Planning Provincial Network is a consortium of 28 agencies from 34 regions across Ontario, which work together to strengthen connections and service offerings across the province.

As a member of this network, CTN provided an education session to Service Planning Coordinators across Ontario. The first session on the topic of facilitation was a huge success, with nearly 200 participants in attendance virtually.

Through further education and the sharing of common challenges and strategies, we will not only strengthen the capacity of the network, but also be better equipped to serve clients and families more effectively.



77

network training sessions



2,505

participants

Building Belonging: Equity, Diversity and Inclusion

CTN has a steadfast commitment to equity, diversity, inclusion and accessibility, which has been reflected in the past year through various events we have co-hosted and through the cultural variations we offer in our programming.

In partnership with Dnaagdawenmag Binnoojiiyag Child & Family Services, a Lunch 'n Learn was hosted that provided CTN employees and network partners the opportunity to learn about how they approach care.

With an increase in the number of Indigenous families reaching out for support from CTN, Dnaagdawenmag Binnoojiiyag Child & Family Services roots its approach to care in the Seven Grandfather Teachings of wisdom, love, respect, bravery, honesty, humility and truth. By partnering with this organization, children and families who self-identify as First Nations, Inuit and Métis are able to draw from the Circle of Care as a way to ensure that their child or youth remains central and that all aspects of life (emotional, mental, physical and spiritual) are considered in treatment plans and decisions.

CTN's Employee Engagement Committee hosted a Truth and Reconciliation Day Learning Circle as well as a panel of storytellers, academics and activists to celebrate Black History Month with a presentation addressing racism, oppression and action. CTN employees enjoyed the opportunity to learn about allyship together as a group, through the sharing of unique stories and perspectives.



Statement of Operations for the year April 1, 2021 to March 31, 2022

REVENUES	2021/2022
Ministry of Children, Community and Social Services	\$31,490,560
Interest	34,169
Other	823,783
TOTAL REVENUES	32,348,512

EXPENSES	
Program and Services	
Contracted Out Services	20,799,679
Program Support	294,829
Compensation	3,476,236
Total	24,570,744
Clinical Services	
Contracted Out Services	698,170
Program Support	141,840
Compensation	1,382,187
Total	2,222,197
Program and Service Delivery Support	
Occupancy	1,203,259
Program Support	1,096,049
Compensation	720,306
Total	3,019,614
Total Program and Services	29,812,555
Allocated Central Administration	
Contracted Out Services	279,723
Program Support	471,948
Compensation	1,784,286
Total Administration	2,535,957
TOTAL EXPENSES	32,348,512

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Programs & Services

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

[View CTN programs and services.](#)

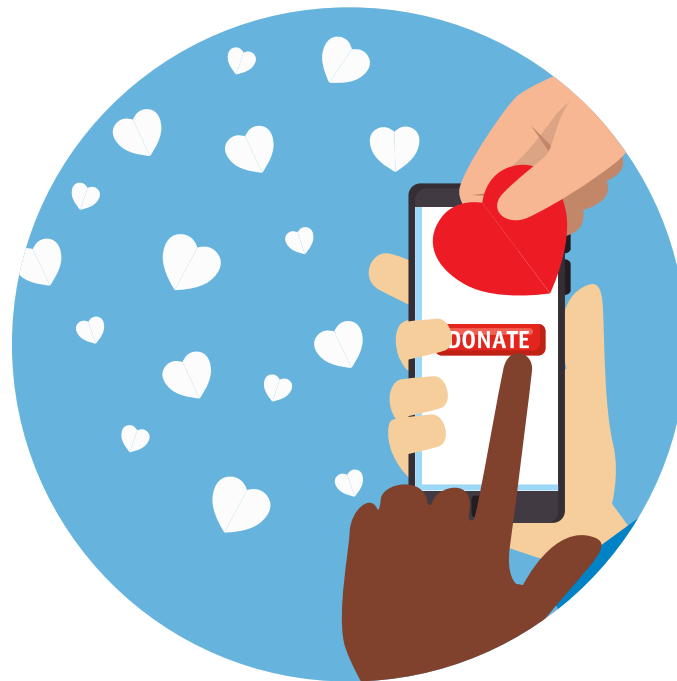
Partnerships

Our partnerships are the foundation of CTN. By providing services through partners in the health, education, community and social services sectors, we are able to support children, youth and their families at home, school and in the community.

[View CTN partnerships.](#)

CTN Family Fund

Some children with disabilities and developmental needs require specialized equipment and supports that are not totally funded by the government. As a result, some families face serious financial hardship or are unable to pay for critical supports needed by their child and family. Through generous donations from individuals and companies, the [CTN Family Fund](#) can help some of these kids and families who have short-term, urgent financial needs that cannot be met through existing government financial assistance programs or charitable funds.



42

families were supported
by the CTN Family Fund



Children's Treatment Network

Building Brighter Futures Together

Social Media

@CTNKids



For information and a list of our sites in York Region and Simcoe County visit our [website](#).

Questions?

1-866-377-0286

Corporate Office:

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

Charitable Registration #: 830649141RR0001