

2013-14

ANNUAL REPORT




Ontario Centre of Excellence
for Child and Youth
Mental Health

(KNOWLEDGE + INNOVATION) **YOU**
= **AWESOME**

Table of contents

1	ADDING IT UP	1
	Leaders' message	2
	A decade of difference	3
	(knowledge+innovation) ^{you} = awesome	4
2	PRODUCTS	6
	Online learning	7
	Toolkits	9
	Policy papers	11
	Working together to address youth suicide	12
3	SERVICES	14
	Implementation	15
	Evaluation	17
	Communities of interest	19
	Tele-Mental Health Service	20
	Family engagement	21
	Youth engagement	22
	Dare to Dream	23
4	THE POWER OF YOU	28
5	GOVERNANCE	32
6	EXPENDITURES	35





1

ADDING IT UP ➔

It is **our pleasure** to present the Ontario Centre of Excellence for Child and Youth Mental Health's 2013-14 annual report. And what a year it's been. As we reflect on the year's successes, challenges, changes and growth, we are also celebrating a major milestone in the Centre's evolution – our 10th year of bringing people and knowledge together to strengthen care. One thing is clear: Time flies when you're having fun (or when you're working your tail off!).

Leaders' message

When the Centre was created in 2004, the Ontario child and youth mental health sector was in a very different place than it is today. Resources were scarce and competition was fierce. Agencies and professionals often battled within and among silos in order to make their impact known. Data was a scary word, the systematic evaluation of outcomes was relatively rare, and let's face it, child and youth mental health just wasn't really on the public agenda.

What a difference a decade makes.

Today, we have more much-deserved attention directed towards our sector, and a modest increase in investment. Professionals, agencies, communities and sectors are working together in ways they never have before. Program evaluation is an essential driver of continuous quality improvement, and Ontario children, youth and families are gradually taking their rightful place in the design and delivery of services that make sense for them.

Of course, the Centre has also changed. Throughout it all, we worked hard to stay connected to the evolving needs of the sector, refining and re-imagining our services every step of the way.

So as we take the time to celebrate our success and look forward to a future full of possibilities, we also want to take the opportunity to express our appreciation to the people and partners who are travelling on this journey with us. From our team of past and current staff and committee members, to the hundreds of agencies, professionals, youth and caregivers we've had the honour of working with, to the growing list of partners we have collaborated with to achieve our shared goals – thank you.

In 2014, we stand on the cusp of another wave of change that will require all of us to remain diligent in our pursuit of learning, collaboration and leadership. The Centre remains as committed to working collaboratively to support Ontario agencies and professionals in this new chapter as we did on day one. We've learned a lot from you, and hope we've helped you along your journey as well.

It's been a great decade, and we're looking forward to the awesome years to come.



A handwritten signature in black ink, appearing to read 'Ian Manion'.

IAN MANION, PhD, CPsych
EXECUTIVE DIRECTOR



A handwritten signature in black ink, appearing to read 'Johanne Levesque'.

JOHANNE LEVESQUE
CHAIR,
GOVERNANCE COMMITTEE



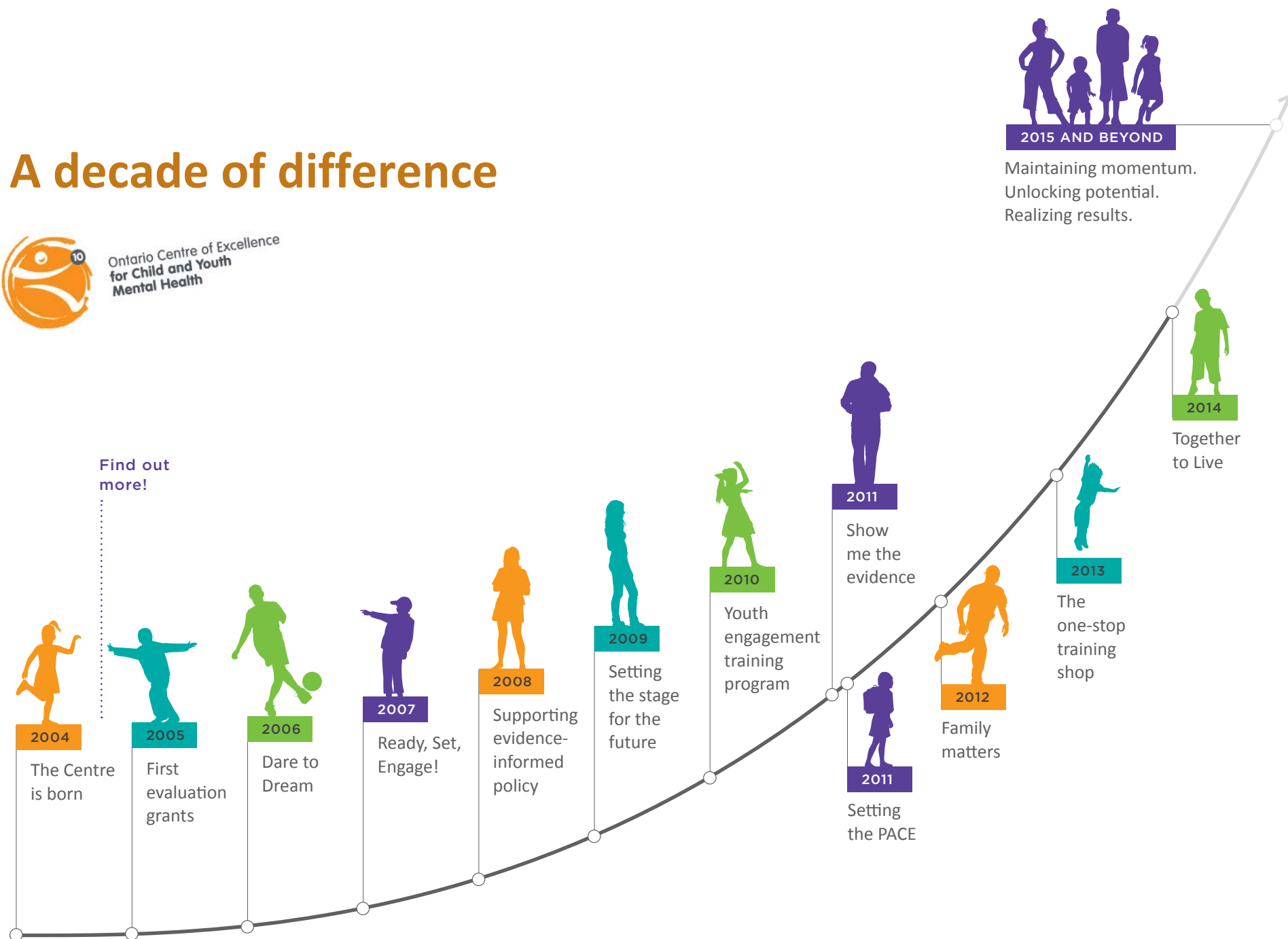
A handwritten signature in black ink, appearing to read 'Simon Davidson'.

SIMON DAVIDSON,
MB, BCh, FRCP(C)
CHIEF STRATEGIC
PLANNING EXECUTIVE

A decade of difference



Ontario Centre of Excellence
for Child and Youth
Mental Health



A decade of difference

2004: The Centre is born

On June 6, the Centre opens its doors with a small staff and a big vision “Daring to dream of an integrated system meeting the mental health needs of children, youth and their families”

2005: First evaluation grants

First things first: The Centre launches an evaluation support program to lay the groundwork for a more effective and accessible system. Since then, the Centre has supported more than 160 agencies in nearly 300 evaluation projects – building knowledge, capacity and systemic change every step of the way.

2006: Dare to Dream

The Centre walks the youth engagement talk with a by-youth, for-youth funding program. Over the years, Dare to Dream has supported close to 200 projects in communities across the province, reaching thousands of young people who pay it forward each and every day.

2007: Ready, Set, Engage!

Building on the success of Dare to Dream and The New Mentality, the Centre releases Ready, Set, Engage!, a practical primer on meaningful youth engagement in child and youth mental health.

2008: Supporting evidence-informed policy

The Centre’s first policy paper hits the streets just in time to inform development of Ontario’s poverty reduction strategy. Since then, we have produced 12 policy documents specifically tailored to support evidence-informed decision making at the agency, community and provincial levels. Individually, they have helped shape Ontario’s approach to complex challenges, and together they have been downloaded nearly 100,000 times.

2009: Setting the stage for the future

The Centre reflects on six years of progress and prepares to build on that success by refining its vision and mandate and renewing the focus on what matters most – Bringing people and knowledge together to strengthen care.

2010: Youth engagement training program

The Centre brings evidence-informed youth engagement training directly to agencies for the first time. The Art of Youth Engagement program pairs youth and Centre facilitators help professionals and agencies take their work to a new level through meaningful youth engagement.

2011: Show me the evidence

The Centre launches two important programs – Evidence In-Sight and the online measures database – designed to help agencies and professionals generate and use evidence to strengthen care. To date, the Centre has responded to more than 280 Evidence In-Sight requests and the measures database has been viewed close to 80,000 times.

2011: Setting the PACE

As the sector evolves, the Centre goes beyond evaluation and begins offering innovative implementation supports to agencies. Those services have grown to include funding, consultations, toolkits and learning modules.

2012: Family matters

The Centre builds on the success of its youth engagement training by creating a new program designed to help agencies tap into the transformative power of family engagement at all levels of their work. Developed and delivered in partnership with families, Bringing Family Engagement into Action bridges the gap between agency operations and the real-life experiences of Ontario families.

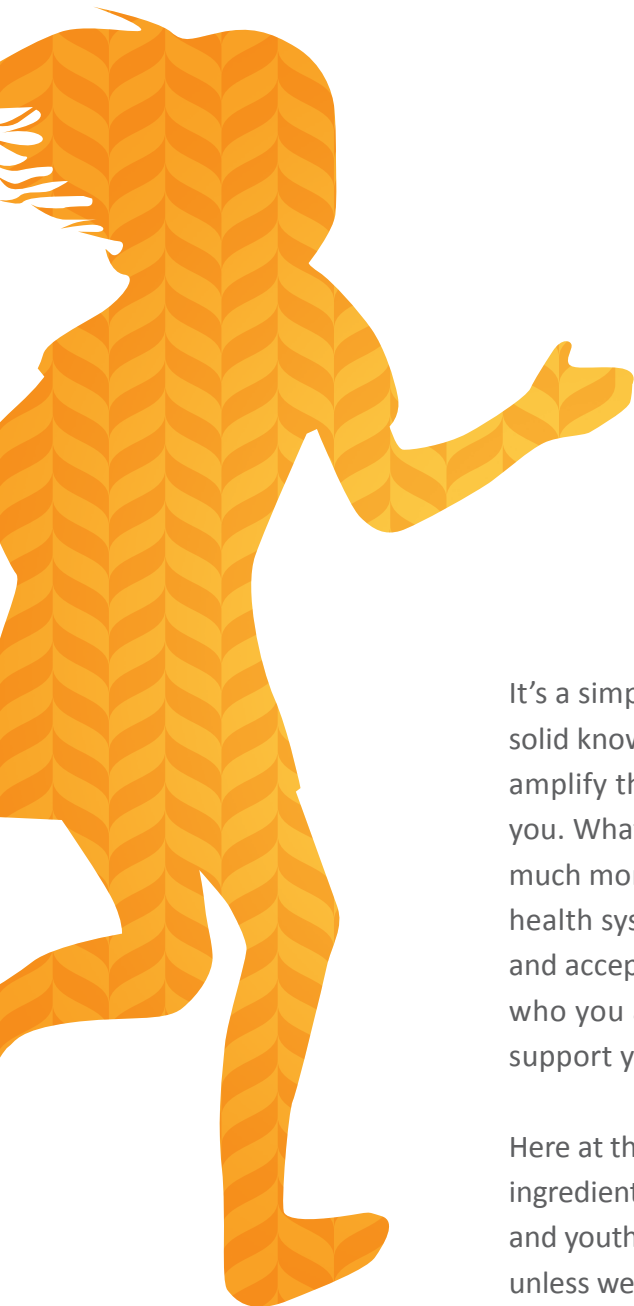
2013: The one-stop training shop

Continuous improvement requires continuous learning, so the Centre launches an online training calendar designed to connect child and youth mental health professionals with the right development opportunities, in the right place at the right time.

2014: Together to Live

The Centre launches Together to Live, an online toolkit to collaboratively addressing youth suicide. Youth suicide impacts entire communities and requires a community-wide approach to prevention, risk management and postvention. Together to Live provides information, tools, resources and stories that will help communities work together to save lives.

2015 and beyond: Maintaining momentum. Unlocking potential. Realizing results.



(KNOWLEDGE + INNOVATION) **AWESOME**

It's a simple equation, really. You start with some solid knowledge, add a healthy dose of innovation and amplify the sum by the unique power of people like you. What you end up with is awesome, but it's so much more than that. It's a child and youth mental health system that is effective, efficient, accessible and acceptable (to those being served) no matter who you are, where you're from or what level of support you need.

Here at the Centre, we believe that Ontario has all the ingredients necessary to build a truly awesome child and youth mental health system, but we won't succeed unless we work together to balance the equation.

Knowledge is everywhere. It's in academic journals, program evaluation results, the hard-earned wisdom of professionals and the real-life experiences of children, youth and families. Each of these sources of knowledge is good, but it takes all of them to be awesome.

Using knowledge to improve what we're already doing is great. Using knowledge and **innovation** to do things differently is awesome. Learning organizations make room for innovation. They aren't afraid to take risks and learn from their mistakes. They look for knowledge in unusual places and strive to make new connections – across regions, sectors, professions and settings.

The effect of knowledge and innovation is huge, but it pales in comparison to the **power of you** and people like you who are passionate about supporting the mental health and well-being of children and youth. Your deep commitment and tireless work to keep doing things better are the heart and soul of Ontario's child and youth mental health system. And that's awesome.



Kevin Bérubé

DIRECTOR

NODIN CHILD AND FAMILY INTERVENTION SERVICES

My most awesome moment this past year occurred when I was in the grocery store the other day and a young man walked past me; we both slowed down as something in our memories had been jogged. The young man was vaguely familiar and became very familiar as soon as he spoke. He was assigned to me as a boy 16 years ago when I was a child care worker working with a child welfare service in the remote northern First Nations in Ontario. As I recall, before he came to me, he had been in almost 100 placements while in care. He had his struggles, but he also achieved some great things while I had the opportunity to work with him. After he left care we got out of touch until I saw him in the grocery store. He introduced me to his beautiful wife. He showed me pictures of his beautiful children. He also showed me a picture of him standing in front of the school where he now works with the kindergarten to Grade 4 classes in the First Nation community that his wife is from. He thanked me for not giving up on him. I acknowledged his thanks and let him know it wasn't so much about anything I did, but about what he had in him that needed an opportunity to be let out. We have made a commitment to keep in touch. Things happen for a reason; this chance run-in made my day and made clear for me again why we do what we do, because some days we lose the clarity.

“He thanked me for not giving up on him.”

2

PRODUCTS →

Delivering what you need, when you need it most. The Centre develops products with and for the people who will use them to improve mental health services for Ontario's children, youth and families. They're free, relevant and accessible.



Online learning

The Centre is a learning organization. We continuously gather and use new knowledge to adapt, innovate and thrive in a rapidly changing environment.

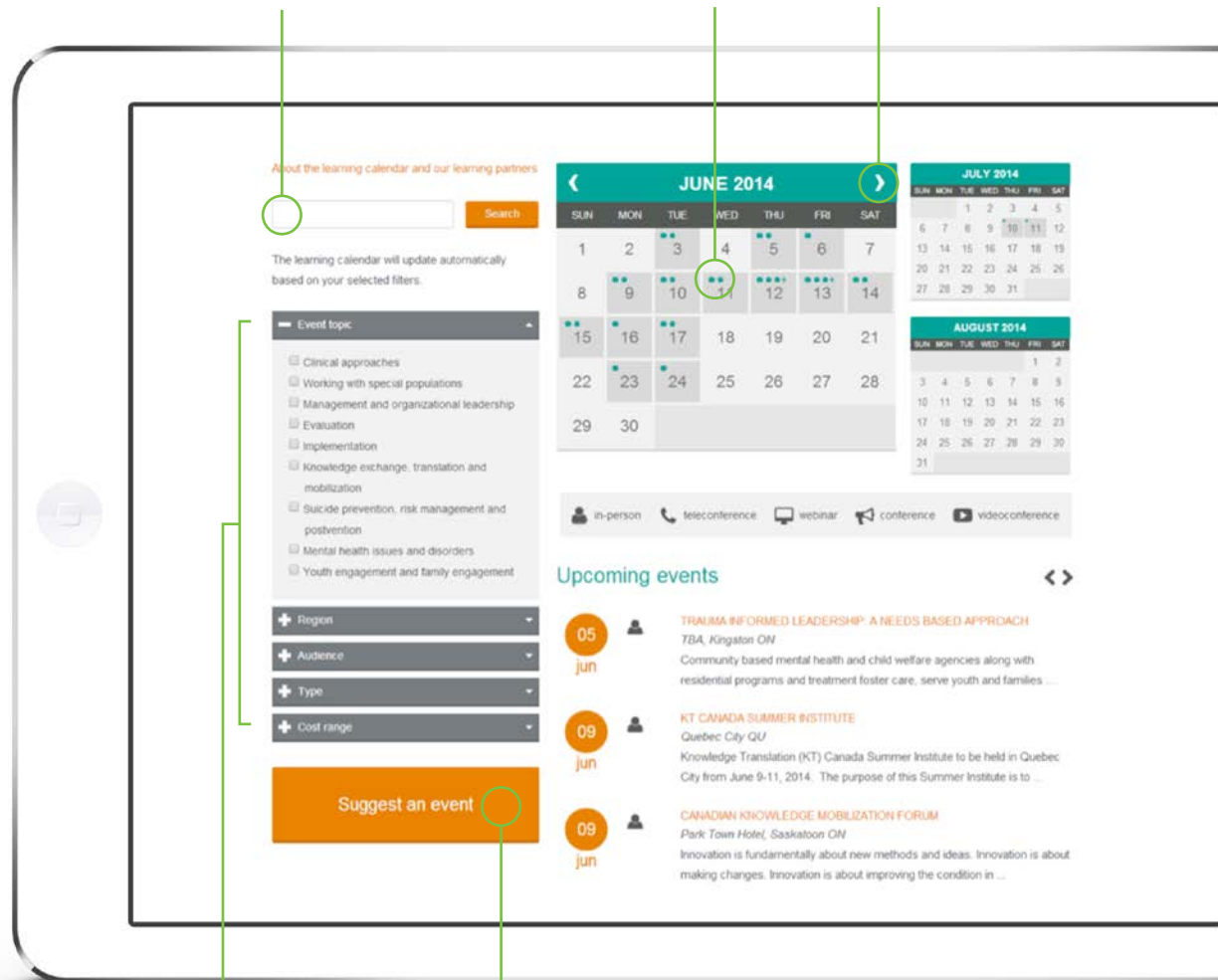
This past year, we continued our partnership with the learning and development collaborative network. Our work of pooling resources and sharing knowledge has a goal of providing improved services that meet the ever-changing learning and development needs of child and youth mental health service providers across Ontario.

As a result of this collaborative work, we launched a comprehensive [online learning calendar](#). This tool provides relevant and up-to-date learning and development opportunities in one convenient location. Events found in this calendar cover a wide range of topics and are provided by various organizations from across the province.

Looking for a specific topic?
Try the keyword search.

Dots indicate the number of
events scheduled that day.

See what's coming up
by scrolling through.



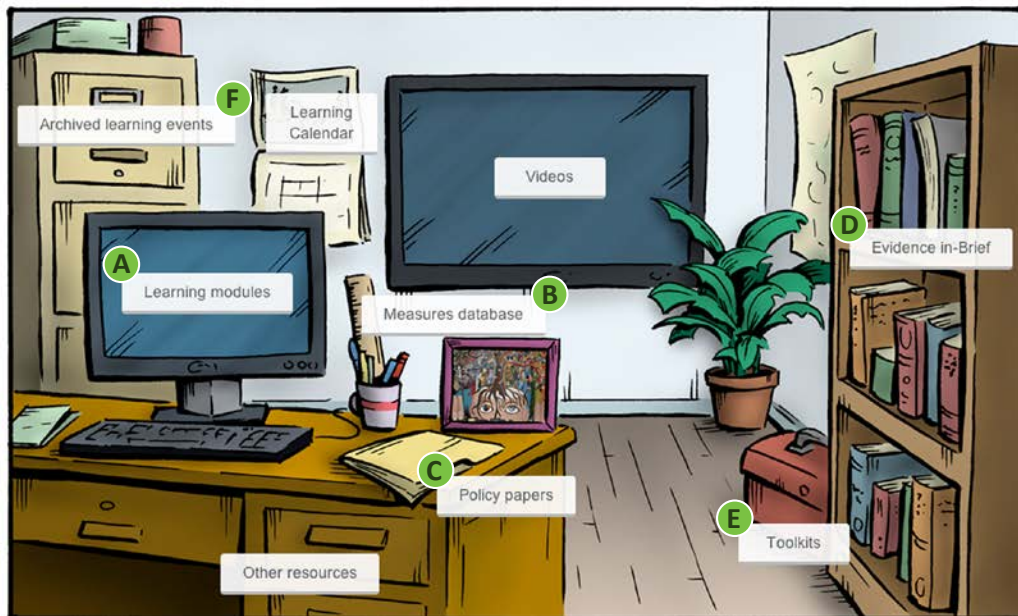
Narrow your search by
expanding categories and
selecting what applies to you.

Planning a training event?
Tell us about it!

Online learning

This year, we also launched our popular [online resource hub](#), where you'll find a variety of innovative learning tools that address relevant topics to our stakeholders. Our approach to these topics ranges from a brief overview to a more in-depth analysis, depending on the subject.

- Ⓐ **Learning modules:** a unique way to gain broad or in-depth knowledge about specific topics
- Ⓑ **Measures database:** an online directory of measures/tools related to child and youth mental health and program evaluation
- Ⓒ **Policy papers:** timely reports relevant for effective decision making in child and youth mental health
- Ⓓ **Evidence In-Brief:** evidence-informed responses to practice-related questions from agencies
- Ⓔ **Toolkits:** practical guides full of tips, tricks and templates on topics and activities of relevance to child and youth mental health agencies and beyond
- Ⓕ **Archived learning events:** recently covered topics in our past webinars, teleconferences and more



Evidence In-Sight and Evidence In-Brief

In 2013-14, the Centre shared more than 180 reports, created 14 new Evidence In-Sight and nine new Evidence In-Brief reports.



Web stats

- **55,000** people visited the Centre's website **85,000** times
- **30,000** views of our measures database and **6,000** downloads
- **22,000** downloads of our policy papers
- **10,000** downloads of our toolkits
- **1,300** downloads of our Evidence In-Brief reports
- **4,000** subscribers to our *Field Notes* newsletter and counting

Toolkits

The Centre's toolkits share knowledge and experience in a hands-on way. They are grounded in the best available evidence, while drawing on the real-life experiences of people who've been there. Developed by experienced professionals, these practical guides include helpful tips, best practices, activities and worksheets. They serve to move users through a particular process.

This past year, the Centre published two new [toolkits](#): implementation and integration. We also launched our fourth minikit, exploring the use of case studies in program evaluation.

COMING SOON ➔

Watch for new toolkits on youth engagement and knowledge mobilization.

Better together:

Navigating the integration journey Many organizations are looking for ways to collaborate and provide more efficient and effective services. It just makes sense.

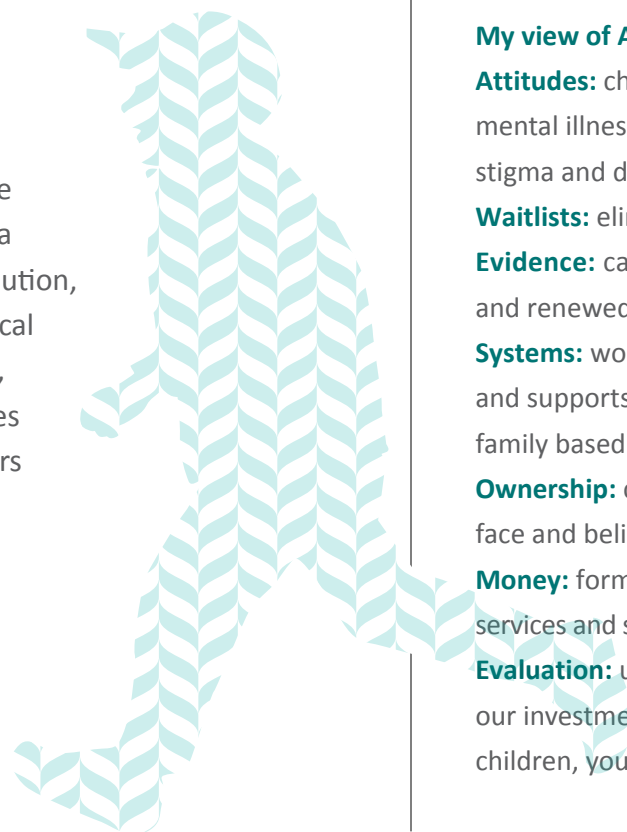
However, changing the way we do things while continuing to provide service can prove overwhelming. Where do we start? What do we need? What's the best route to take? Who can we turn to for guidance? Integration can be a significant challenge, so we went right to the source to find out what works. We asked five agencies that had recently undergone an integration or amalgamation process to share their stories – and they did: the good, the bad and the ugly. In 2013-14, the Centre produced

**“Amalgamations are like...
changing the wheels on the
bus while you are driving.”**

CATHY SIMUNOVIC
NEOFACS

an integration toolkit that combines the best available research with the real-world experiences of child and youth mental health agencies to produce an evidence-informed collection of practical resources available at the click of a mouse.

The outcome is a toolkit intended for stakeholders at all levels of the organization. While it doesn't provide a one-size-fits-all solution, it does offer practical recommendations, tools and guidelines to share with others and help with the process.



Heather Bullock

DIRECTOR, KNOWLEDGE EXCHANGE
CENTRE FOR ADDICTION
AND MENTAL HEALTH

My view of AWESOME:

Attitudes: changing attitudes toward mental illness and addiction, wiping out stigma and discrimination

Waitlists: eliminating them

Evidence: care is evidence-informed and renewed as new evidence emerges

Systems: working together to wrap care and supports around the child, youth and family based on what they want

Ownership: co-owning the challenges we face and believing we have the solutions

Money: formal and informal mental health services and supports have adequate funding

Evaluation: understanding what we get for our investment and being accountable to children, youth and families for outcomes

Policy papers

The Centre supports evidence-informed policy decisions that strengthen child and youth mental health outcomes. We do this by partnering with policy makers and leading experts in Ontario's child and youth mental health sector to jointly identify and examine important issues and provide just-in-time evidence to support effective decision making at all levels and across sectors.

This past year, the Centre developed three new [policy papers](#).

Using technology to deliver mental health services to children and youth in Ontario

Technology has great potential for delivering mental health services to children, youth and their families; however, it is important to consider advantages and difficulties associated with this approach. This policy paper examines what we know about using technology to deliver services, highlights

current examples and case studies, identifies barriers and challenges and presents evidence-informed recommendations for moving forward with confidence.

Concurrent disorders

Young people experiencing both mental health and substance use problems face unique challenges in finding and getting appropriate, effective and timely support. Their needs are often complex, and the consequences of not receiving the right services at the right time can be enormous. This paper outlines evidence-informed services for youth with concurrent disorders, reviews literature on service delivery models and proposes recommendations for service delivery.

Mental health in the early years

In Ontario and Canada, as in other parts of the world, there is no common definition for infant and early childhood mental health that encompasses children under six years of age. This policy paper focuses on a foundational understanding of infant and early childhood

mental health, presents literature findings, and provides an overview of the practice and policy landscape, as well as a compelling rationale for developing an infant mental health strategy and policy.

WATCH FOR →
New policy papers on newcomer youth and emerging governance issues in child and youth mental health.



The power of peers



Melissa Kinghorn, an advocate for youth suicide prevention, discusses the importance of peer-to-peer support.

WATCH FOR 🎥

In the coming year, the Centre will begin to provide on-the-ground coaching support in youth suicide prevention in communities across the province.

Working together to address youth suicide

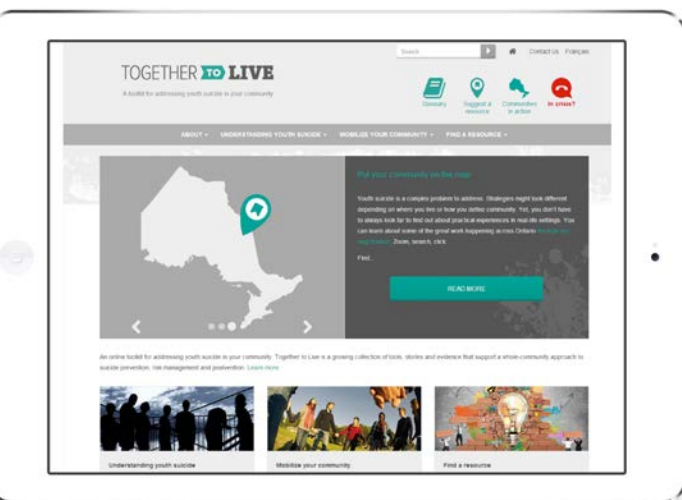
Suicide is an issue that affects the entire community. The Centre believes that youth suicide can be prevented, but it takes a whole community approach – not just in times of crisis, but each and every day.

In 2013-14, the Centre developed [*Together to Live*](#): a guide to mobilizing communities to address youth suicide. This online toolkit complements Ontario's youth suicide prevention plan and will be supported by a team of coaches working across the province in the coming year.

Through a collaborative process in the fall of 2013, a passionate group of stakeholders including youth, families, researchers and service providers came together to share ideas and explore possibilities for addressing youth suicide. *Together to Live* is the culmination of their ideas and input.

Intended for service providers, *Together to Live* contains a growing collection of tools, stories and evidence that support a whole-community approach to suicide prevention, risk management and postvention.

One of the key features is an interactive map that highlights current initiatives taking place across Ontario. Looking at what others are doing to address this issue is just one of the unique ways this resource helps communities learn from and share with one another.



Postvention is prevention



Dr. Ian Colman discusses a study that reveals some surprising findings about suicide contagion and what we can do to prevent it.

3

SERVICES →

Our team is your team. The Centre's services recognize the strengths of our sector and support organizational learning that makes sense for children, youth and families.

Implementation

This past year, the Centre provided implementation support to 17 agencies:

Agency	Project	Agency	Project
Aisling Discoveries Child and Family Centre	Facing your fears: Treatment group for children with anxiety and their parents	The George Hull Centre for Children and Families	Attachment-focused family therapy
Central Toronto Youth Services	Peaceful alternatives to tough situations	Hands TheFamilyHelpNetwork.ca	Collaborative problem solving
Child and Family Centre	Solution-focused brief therapy	Integra	Triple P positive parenting
Child & Community Resources	Family-centred care practices	Lynwood Charlton Centre	Building implementation capacity
Children's Centre Thunder Bay	Dialectical behaviour therapy in treatment services	Pathways for Children and Youth	Cognitive behaviour therapy
Delisle Youth Services	Dialectical behavioural therapy	Point in Time Centre for Children, Youth and Parents	Building implementation capacity
East Metro Youth Services	Applied behaviour analysis within the developmental services program	Woodview Mental Health and Autism Services	Dialectical behavioural therapy in day treatment as an alternative to residential programs
FIREFLY	Building implementation capacity	The York Centre	Solution-focused brief therapy
		Youth Services Bureau of Ottawa	Trauma-focused cognitive behavioural therapy model

Walk before you run

Child and Family Centre (CFC) had a well-intentioned goal: to reduce the amount of time children, youth and families spend waiting for their services. What they didn't know is where their pursuit of the goal would take them.

After completing two rounds of evaluation support with the Centre, CFC was eager to move on to implementation. With the help of the People Advancing Change through Evidence (PACE) program, they set out to add solution-focused brief therapy (SFBT) to their menu of evidence-informed services.

After 18 months of talking about and planning for this change, CFC was anxious to start seeing results. The pressure was on, and they were optimistic for the future.

"We felt we had some insight into implementation because of our past experience and we started moving forward. We quickly found that we were


meeting resistance and couldn't understand why," recalls Melissa Anderson, program manager with CFC.

It wasn't until they were working through one of the implementation modules with the Centre that it all came to light. Members quickly realized they had skipped a critical step in the process – engaging their internal stakeholders. While it wasn't an ideal situation, CFC sees it as a valuable learning opportunity.

"We can often feel pressed for time and it's easy to rush things through and skip steps, and that's ok," Anderson states. "That's how we learn. What's important is that you go back, reframe your work and refocus."

Today, CFC understands that implementation is a process that requires taking the time to go through the steps.

"Our work with the Centre on the PACE grant has been a real gift for us," says Anderson. "We have come to realize that we have these great resources at our fingertips that we didn't even know were there."



"Our work with the Centre on the PACE grant has been a real gift for us. We have come to realize that we have these great resources at our fingertips that we didn't even know were there."

MELISSA ANDERSON
PROGRAM MANAGER
CHILD AND FAMILY CENTRE

Evaluation

In 2013-14, the Centre supported 19 evaluation initiatives across the province:

Agency	Project	Agency	Project
Adventure Place	Adventure Place day treatment program	Kinark Child and Family Services	Agency performance measurement project
Blue Hills Child and Family Centre	Evaluation of clinical services	Merrymount Family Support and Crisis Centre	Mom's house, dad's house
<i>Centre de santé communautaire Hamilton/Niagara</i>	<i>Évaluation du programme Santé mentale enfants/ados</i>	Ministry of Child and Youth Services (Toronto Regional Office)	Evaluation of the STEPS program
<i>Centre francophone de Toronto</i>	<i>Augmenter la capacité d'évaluation</i>	Nelson Youth Centres	Half-day intensive program
Children's Centre Thunder Bay	Child and family treatment services	New Path Youth and Family Services	Youth engagement
<i>Équipe d'hygiène mentale pour francophones de Stormont Dundas et Glengarry</i>	<i>Clinique externe - counselling à long terme</i>	Point in Time Centre for Children, Youth and Parents	Performance measurement evaluation
The Etobicoke Children's Centre	Performance evaluation framework	Point in Time Centre for Children, Youth and Parents	School-based mindfulness martial arts
Family Transition Place	Evaluation of youth education programs promoting positive social behaviours	Reach Out Centre for Kids	Brief services
Ganohkwasra Family Assault Support Services	My Home on Turtle Island Youth Lodge	Rideauwood Addiction and Family Services	Young mothers program
Good Shepherd	Good Shepherd Youth Services community mental health program	Vanier Children's Services	Improving management information systems
		Youth Services Bureau of Ottawa	Creating a logic model for a new suicide prevention network

Making the case for evaluation

Sally Spencer, chief executive officer with The Peer Project, knew in her gut that her One-on-One Peer Mentoring Program was working. She heard it from parents. She saw it in the youth mentors coming back year after year. She just wasn't sure how to help others see the impact.

While the group had done some basic evaluation in the past, they admitted that it wasn't throughout the organization and it wasn't long-term. As a small agency, they just didn't have the resources to support this kind of work and make it sustainable. Receiving evaluation support from the

“Evaluation is not just a one-off project. It’s an integral part of who we are and what we do.”

SALLY SPENCER
CHIEF EXECUTIVE OFFICER
THE PEER PROJECT

Centre enabled them to take a step back and look at the organization from the outside in.

“This experience was such an eye opener for us,” says Spencer. “The process helped us to identify and test various evaluation tools. It even helped us see that one of the tools we had in place was actually limiting the number of kids we could serve. Through this journey, we have been able to improve and streamline our process.”

Today they understand what a solid evaluation *really* is and what it takes to get it done. They have seen first-hand the kind of valuable information it can bring to light, along with opportunities to make things better.

“We actually have an evaluation framework and we finally feel as though we can say that we are evidence-informed,” shares Spencer. “Now, we have the data to show that kids have improved. This will help us demonstrate that mentoring does have a place in child and youth mental health.”

This new awareness is bringing a greater level of confidence to the organization. Staff are demonstrating a whole new respect for what they do and are continually inspired to keep raising the bar.

“For us, evaluation is not just a one-off project. It’s an integral part of who we are and what we do. We’re excited about the future and where this will bring us,” Spencer concludes.





EENet is a mental health and addictions knowledge exchange network that connects stakeholders across Ontario.

Communities of interest

This past year, the Centre expanded its partnership with the [Evidence Exchange Network for Mental Health and Addictions \(EENet\)](#) to support communities of interest as a unique way of sharing and creating knowledge on specific topics relevant to child and youth mental health in Ontario.

Members promote the use of evidence in decision-making, develop targeted knowledge products and tools, and support interactive exchanges.

This year's communities were awarded financial support as well as the personalized support of knowledge brokers from the Centre and EENet. Projects include:

- Screening, assessment and referral practices for youth presenting with addictions issues at rural community agencies
- Gender-independent children and trans youth
- *Communauté d'intérêt francophone en santé mentale et toxicomanie*

Changing course for success

When working with children, youth and their families, it's important to remain open to change and new learning opportunities. This was definitely the case for Rev. Norm Johnston Youth Services.

In the fall of 2013, in partnership with TriCounty Addiction Services, Rev. Norm Johnston Youth Services received a grant to support a community of interest. The goal was to bring interested community partners, youth *and* families together to support youth experiencing addictions issues in the unique context of rural Ontario.

It wasn't long after delving into the work when they uncovered that one of their main barriers to supporting these youth was actually engaging the parents and families. With this realization, they are now exploring family engagement training opportunities offered through the Centre to help address this issue.

Tele-Mental Health Service

The Centre's evolving role in [coordinating the provincial education series](#) for the Ontario Tele-Mental Health Service resulted in a series of informative, dynamic and interactive training seminars – delivered straight to the offices of child and youth mental health service providers across the province.

In 2013-14, the Centre coordinated two sessions:

Disruptive behaviour disorders: Behaviour vs. illness

PRESENTED BY: DR. DEREK PUDDSTER, DIRECTOR OF PHYSICIAN HEALTH AT THE CANADIAN MEDICAL ASSOCIATION

Examining the difference between mental illness and a set of problematic behaviours, addressing treatment and monitoring strategies and assessing major disruptive disorders.

Fetal alcohol spectrum disorders

PRESENTED BY: DR. CLARE MITCHELL, ASSOCIATE PROFESSOR, UNIVERSITY OF WESTERN ONTARIO

Reviewing the spectrum of disabilities and the impact resulting from exposure to alcohol during pregnancy, including clinical diagnoses, approaches in identifying associated conditions and community resources.

The Centre also hosted sessions with the aim of building on existing training and experience of participants through open dialogue. They were co-facilitated by subject matter experts as well as a youth or a family member with lived experience.

KNOW MORE ➔

To view these archived webcasts, please contact the Centre.

Engaging youth with anxiety and school refusal

PRESENTED BY: ALYSE SCHACTER, YOUTH EXPERT, AND DR. SIMON DAVIDSON, MB, BCh, FRCP(C), CHIEF STRATEGIC PLANNING EXECUTIVE, ONTARIO CENTRE OF EXCELLENCE FOR CHILD AND YOUTH MENTAL HEALTH

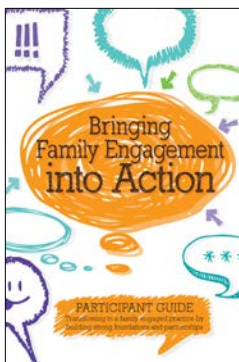
A dynamic discussion on anxiety and school refusal, engaging youth, families and school professionals, as well as interventions.

Youth suicide prevention, risk management and postvention

PRESENTED BY: MELISSA KINGHORN, ADVOCATE, AND DR. IAN MANION, PhD, CPsych, EXECUTIVE DIRECTOR, ONTARIO CENTRE OF EXCELLENCE FOR CHILD AND YOUTH MENTAL HEALTH

Co-facilitators share their unique perspectives on the complexities of youth suicide and explore evidence-informed practices and the current state of evidence for youth suicide prevention, risk management and postvention for practitioners.

Family engagement



In 2013-14, the Centre delivered seven [family engagement training](#) sessions to six agencies and more than 275 community-based service providers:

Agency	City
Adventure Place	Toronto
Child and Community Resources	Sudbury
Child and Community Resources	Thunder Bay
Etobicoke Children's Centre	Etobicoke
Pathstone Mental Health	Thorold
Point in Time Centre	Haliburton
Sarnia-Lambton Rebound	Sarnia

Sharing the journey



Family engagement trainers Kendra McRoberts and Shannon LaBelle discuss their experience with the program.

Youth engagement



The art of youth engagement:

The Centre delivered five training sessions to four agencies and more than 175 community-based service providers:

Agency	City
Algoma Family Services	Sault Ste. Marie
Central Toronto Youth Services	Toronto
Child and Family Centre	Sudbury
HANDS TheFamilyHelpNetwork.ca	North Bay

Informed by evidence, powered by passion

Child and Parent Resource Institute (CPRI) in London, Ontario has been helping children and youth with complex mental health and developmental challenges for more than 50 years. They know it's important to evolve to meet new challenges and stay connected to the children and youth they serve.

It was a commitment to refreshing and expanding their capacity for youth involvement that led them to the Centre's *Art of Youth Engagement* training program. While CPRI had always worked with the goal of delivering the best possible services for youth, this training gave them new insight into working with youth as partners.

"Being a part of the Child and Parent Resource Institute's youth steering committee has allowed me to express my thoughts, feelings and opinions. Most of all, I get to make a difference in the lives of present and future clients at CPRI so that they can have a wonderful and life-changing

experience while they are receiving the help they need, just as I did," says Kristin, a youth partner with CPRI.

Since completing the training, CPRI has undertaken a number of new initiatives throughout the organization. They established a youth engagement steering committee, created a youth-friendly space and initiated a process to ensure all youth are involved in setting their treatment goals and plans.

**"Most of all, I get to make
a difference in the lives of
present and future clients."**

KRISTIN
YOUTH PARTNER
CHILD AND PARENT RESOURCE INSTITUTE

Dare to Dream



As part of our commitment to youth engagement, the Centre supports the [Dare to Dream](#) program. This youth-led funding program encourages youth 18 or under to team up with adult mentors to raise awareness of mental health issues. It is an effective way for youth to see their ideas come to life, to make a difference in their schools and communities and to gain important life skills throughout the process.

A team of youth from across the province review submissions and determine successful applicants. This year’s review team included:

Name	City
Khadija Ahmed	Ottawa
Andrei Biltan	Burlington
Curtis Chisholm	Thunder Bay
Mirian Dang	Markham
Emma Davidson	Ottawa
Sanel Fajkovic	London
Danielle Lanouette	Ottawa
Quenten Lundie	Orleans
Amanda McGraw	Windsor
Alyse Schacter	Ottawa
Darryl Souliere-Lamb	Toronto
Noah Souliere-Lamb	Whitby

This year, we invested nearly \$100,000 in 25 new Dare to Dream projects:

Recipient	Agency	Project	City
Algoma Family Services	Algoma Family Services	Healthy Bodies, Healthy Minds	Sault Ste. Marie
Bell High School	Youth Services Bureau of Ottawa	Who Are You? Anti-Bullying Campaign	Ottawa
Cardinal Newman Secondary School	St. Joseph's Healthcare	iMatter: Hope 4 Teen Mental Health	Hamilton
Carleton Place High School	Open Doors for Lanark Children and Youth	Just a couple of teens talking	Carleton Place
<i>Conseil scolaire catholique Franco-Nord</i>	<i>Centre d'accès aux soins communautaires du Nord-Est</i>	<i>Respaix</i>	North Bay
<i>Conseil scolaire Providence</i>	The Inn of Windsor	<i>Les Lions et Lionnesses de la jeunesse</i>	Windsor
<i>École secondaire catholique Monseigneur-de-Charbonnel</i>	<i>Déléguee à la jeunesse d'enfance</i>	Charbo Chill	Toronto
Eden High School	Niagara Region Public Health	Eden Talks	St. Catharines
Kanata Haven Youth Centre	Youth Net / Réseau Ado	Plugged In!	Ottawa
Monsignor Clancy Catholic Elementary	Pathstone Mental Health	The Relaxation Station	Thorold
Near North District School Board	HANDS TheFamilyHelpNetwork.ca	One in Five	South River
North Park Collegiate Vocational School	WoodviewMental Health and Autism Services	Mental Wellness Project	Brantford

(continued)

Recipient	Agency	Project	City
Notre Dame Catholic School	Durham Talking About Mental Illness Coalition	Mental Health Awareness Week	Whitby
Orleans Bengals Football Club	<i>Le Centre psychosocial</i>	Be a Bengal, Not a Bully – The next generation	Ottawa
Ottawa Catholic School Board	Rideauwood Addiction and Family Services	Art of Survival and Survive: Integrated Art Show	Ottawa
Paris District High School	Contact Brant	I.D.E.A. (Inclusiveness, Diversity, Equity, Acceptance)	Paris
Pauline Johnson C.V.S.	Woodview Mental Health and Autism Services	Mind Your Health	Brantford
Sacred Heart Elementary School	Kinark Child and Family Services	Y.E.A.H. (Youth Educating Against Harassment)	Midland
Sacred Heart Teeswater	Keystone Child, Youth and Family Services	Let Your Light Shine	Owen Sound
South Carleton High School	Youth Net / Réseau Ado	E.G.G. (Empowering Girls by Girls) Sleepover	Ottawa
St. Michaels Catholic Elementary School	Youth Services Bureau of Ottawa	Project Teen MINDS (Mental Illness Needs Different Solutions)	Ottawa
Ten Oaks Project	Youth Services Bureau of Ottawa	Project Acorn	Ottawa
Youth Services Bureau of Ottawa	Youth Services Bureau of Ottawa	Multi-Cultural Family Fun Day 2013	Ottawa
Youth Services Bureau of Ottawa	Youth Services Bureau of Ottawa	Self-worth is SEXY	Ottawa
Westlane Secondary School	Pathstone Mental Health	What About Me to We	Thorold

Learning through doing

When Jackie Allan-Dougan, L.I.F.T. coordinator with Kinark Child and Family Services, took part in the Centre's youth engagement training four years ago, she knew she had stumbled onto something powerful.

Shortly after the training, she put out a call to Sacred Heart Elementary School located in North Simcoe, and has never looked back.

As a mentor to the Y.E.A.H. (Youth Educating Against Harassment) team, Allan-Dougan helps students fulfill their mandate of raising awareness around bullying and reducing the stigma of mental health issues. While she supports the students, she makes sure to stay true to the model of empowering students to take the lead.

"This program has been instrumental in bringing about positive change."

JACKIE ALLAN-DOUGAN
DARE TO DREAM MENTOR

"This process allows students to learn they can be successful in planning and implementing programs that contribute to change. It's inspiring. They are gaining skills *ALL* of the time, skills that are transferable to their passage to adulthood."

While the students are central to the program's success, the school's leadership team has created the conditions in which student-led initiatives can thrive, says Allan-Dougan.

"The principal at Sacred Heart fully embraces youth engagement. Not only does he participate at events, but when he has a student struggling with behavioural issues, he turns them on to the Y.E.A.H. program as a positive way of encouraging change."

They also have strong support of teachers like Ms. Adele Heins. She attends Y.E.A.H. weekly meetings without fail and is an invaluable resource for the students.

The evidence supports the fact that this program has been instrumental in bringing about a positive school climate. The entire school takes part in Y.E.A.H. events, leaders are seen as role models throughout the school, they have a waiting list of students eager to join the program, and they've even seen a decrease in the number of bullying incidents.

Allan-Dougan highlights the great partnership that exists between her agency and the school board and validates the profound impact it can have.

"I can state without a doubt that youth engagement works; I've seen it in action."



Man up?

This past year, youth involved in the Dare to Dream program set their sights on addressing what they saw as a gap in the types of projects supported by the program. They had noticed that while they often saw proposals that featured women's mental health, they rarely came across projects targeting the unique mental health challenges faced by young men. In response, they called on Ontario youth to *Man up for mental health* and invited projects that would raise awareness and reduce the stigma surrounding young men's mental health issues.

And Man up they did, including one interesting project that will support the long-term success of Be a Bengal, Not a Bully. This award-winning program got its start with Dare to Dream and has now been supporting leadership development and anti-bullying efforts in a community-based football club for more than four years. Many of the original player-mentors are graduating and moving on, and Man up support will allow new mentors to get the training they need to sustain this innovative program.



Alexandra Fortier

ADVISORY COMMITTEE
CO-CHAIR
ONTARIO CENTRE
OF EXCELLENCE FOR
CHILD AND YOUTH
MENTAL HEALTH

It will be awesome in a couple of years when we have completed system transition. We'll look back at what we have accomplished and we'll be proud of ourselves because we have made a real difference for children, youth and families in our province.

4

THE POWER OF YOU ➔

The child and youth mental health sector is full of people who go to work every day with an unwavering belief that the world will be a better place if children, youth and families have the best possible chance to thrive. We wanted to know what makes them tick. Here's what they said.





Joanne Lowe

EXECUTIVE DIRECTOR
YOUTH SERVICES BUREAU
OTTAWA

It's awesome when there is a thoughtful plan for change that will change lives.

My most awesome moment in the past year occurred when I ran into a young person who had been involved with our services, and unprompted, offered that... "I found my own strength because of the help of the people who believed in me and offered me another path." It doesn't get better than that.



Diane Walker

EXECUTIVE DIRECTOR
CHILDREN'S CENTRE
THUNDER BAY

It's awesome when we put down our mandates and the rules and the policies and put the client or family first.

What motivates me to keep raising the bar is, simply put, the fact that the bar needs to be raised.



Tanya Alfieri

CHAPTER LEADER
SIMCOE COUNTY
PARENTS FOR
CHILDREN'S MENTAL
HEALTH

Awesome is when you see something shine in someone and it's awesome when they see something shine in themselves.

My most awesome moment in the past year was having an opportunity to sit down with exceptional youth, who were willing to share their perspective from the unique lens that only youth who have experienced life intensely can have.

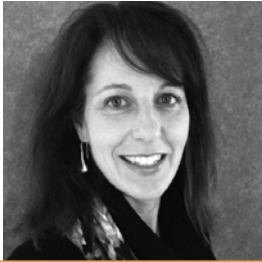


Gina Lacombe

CLINICAL COORDINATOR
ÉQUIPE D'HYGIÈNE MENTALE
POUR FRANCOPHONES DE
STORMONT DUNDAS
ET GLENGARRY

It's awesome when we know that we have contributed to the progress of children, youth and families.

My most awesome moment in the past year took place when we were working on the development of new programs and services in French.



Michelle Dermenjian

SENIOR MANAGER,
PSYCHOLOGIST
HANDS
THEFAMILYHELPNETWORK.CA

It would be awesome if there were more resources for evaluating our outcomes on an ongoing basis... this informs the work!!!

What motivates me to keep raising the bar is being a part of others' transformation... at a client, staff or agency level. Merging evaluation of practice with my own practice and ensuring that recommendations are congruent with the real work.

Continuous quality improvement and the integration of technology with practice is critical across the service sector (including ministry) to improve decision making, services and infrastructure to the benefit of client and family mental health.



Kiki Jackson

PROGRAM ASSISTANT
SARNIA LAMBTON REBOUND

Awesome is about staying positive. Positivity is strongly encouraged at Rebound and with the youth we support. When youth feel better, they do better. Feeling that you belong somewhere, that you are not alone and that you have support if you ever need it... I can't see how that couldn't help mental health outcomes!

If a youth is struggling with a mental health or addiction problem and comes into Rebound and catches awesome – it may not cure them, but at that moment in time they have a smile on their face and a sense of hope. **That's pretty awesome to me!**



Kathy Sdao-Jarvie

DIRECTOR, CLINICAL
STANDARDS AND
DEVELOPMENT PEEL
CHILDREN'S CENTRE
& NEXUS YOUTH SERVICES

It would be awesome if we were able to provide the needed child and youth mental health services and supports to all children and youth when they needed them most, in a way that works best for them.

It will be awesome when we have a responsive, accountable and integrated child and youth mental health service system in Ontario – a goal that seems more possible today than ever before!



Tanya Kelly

PROGRAM SUPPORT
MANAGER, EDUCATION
CHILD AND PARENT
RESOURCE INSTITUTE

It's awesome when education, information and awareness can change someone's view of mental health.

My most awesome moment in the past year occurred after delivering mental health training sessions, reading evaluations from participants stating that they will look at youth with mental health issues differently.



Linda Dugas

EXECUTIVE DIRECTOR
CHILD AND FAMILY CENTRE

It's awesome when our youth are voicing with confidence their concerns, hopes and dreams. Youth engagement has allowed me to be a witness to this. What a revelation.

It will be awesome when children and youth with mental illness can journey in their daily lives free of stigma and judgment.

My most awesome moment in the past year was seeing the impact of PACE on our staff. Transforming the experience of staff in the implementation of evidence-based practice for the well-being of children, youth and families.



Amanda McGraw

YOUTH EXPERT TRAINER
THE ART OF YOUTH
ENGAGEMENT

It would be TOTALLY awesome if we could get more youth involved, showing them that what we do works and what we do is important, and that they're not alone and everything will be okay.

It will be awesome when stigma around mental health is erased. When people see that what we are doing is useful and others join to see that this is a movement. This is an amazing thing and everyone should get to experience it.

Every time I'm on my way to a youth engagement training or meeting, it is my new favourite moment. I know that I'm on my way to make a change and that puts me beyond happy.



5

GOVERNANCE →

Real-world challenges require real-world solutions. The Centre responds to changing needs in the child and youth mental health sector by staying connected to people and partners who help us stay relevant, useful and effective.

Governance Committee

The Centre reports to a cross-sectoral, voluntary [Governance Committee](#) that oversees our strategic direction and financial health. In 2013-14, members included:

JOHANNE LEVESQUE (CHAIR)
BOARD OF TRUSTEES
Children’s Hospital of Eastern Ontario

MARG COX
EXECUTIVE DIRECTOR
Point in Time Centre for Children, Youth and Parents

EWA DESZYNSKI
EXECUTIVE DIRECTOR
The Etobicoke Children’s Centre

ALAN LESLIE
PARTNER
KMPG LLP (joined February 2013)

ALEX MUNTER
PRESIDENT AND CEO
Children’s Hospital of Eastern Ontario

NANCY PEREIRA
YOUTH ENGAGEMENT COORDINATOR
Nexus Youth Services

Ex-officio members representing the Centre

IAN MANION
EXECUTIVE DIRECTOR

AMY BOUDREAU
DIRECTOR, STRATEGIC PLANNING AND OPERATIONS

JAMIE MASKILL
ACTING DIRECTOR, STRATEGIC PLANNING AND OPERATIONS

Advisory Committee

Co-chairs:

DWIGHT SYMS
Canadian Mental Health Association, Waterloo/Wellington/Dufferin

ALEXANDRA FORTIER
Le Centre Francophone de Toronto/School Mental Health ASSIST

MICHELLE BATES
Hamilton-Wentworth District School Board

KEVIN BÉRUBÉ
Sioux Lookout First Nations Health Authority

HEATHER BULLOCK
Centre for Addiction and Mental Health

ROBERTA BUSTARD
Children’s Mental Health Ontario

SARAH CANNON
Parents for Children’s Mental Health

CATHY CLARKE
Keystone Child, Youth and Family Services

MARIE ADÈLE DAVIS
Canadian Pediatric Society

EWA DESZYNSKI
The Etobicoke Children’s Centre

DARRYL FILLMORE
Algoma Family Services

JANE FJELD
Youth Services Bureau of Ottawa

TAHMO GHARABAGHI
The George Hull Centre for Children and Youth

PETER GINDL
Youth engagement representative

BERTRAND GUINDON
Child and Family Centre

JEFFREY HAWKINS
Hands TheFamilyHelpNetwork.ca

ANGIE KAYS-BURDEN
Reach Out Centre for Kids

ALAN LESCHIED
University of Western Ontario

GRACE LOUCKS
Kinark Child and Family Services

STEVE MARTIN
Open Doors for Lanark Children and Youth

CATHY PAUL
Kinark Child and Family Services

NANCY PEREIRA
Nexus Youth Services

CAMILLE QUENNEVILLE
Canadian Mental Health Association, Ontario

ALYSE SCHACTER
Youth representative

6

EXPENDITURES →

Our investments work together to produce results for children, youth and families across the province.

Dollars and sense

Agency Support


\$3,644,357

Find out
more!

SALARIES AND BENEFITS

\$1,962,676 

DISTRIBUTED FUNDS

\$1,171,498 

TRAVEL AND MEETING EXPENSES

\$345,837 

PRODUCT DEVELOPMENT

\$164,346 

O N T A R I O

Total
\$5,900,000

Operations

\$2,255,643

SUPPLIES

\$207,730 


SALARIES AND BENEFITS

\$1,229,389 

RENT AND ADMINISTRATIVE FEES

\$414,057 

PURCHASED SERVICES

\$283,866 

TRAVEL AND MEETING EXPENSES

\$64,993 

STAFF DEVELOPMENT

\$55,608 

Dollars and sense

Agency support: \$3,644,357

Salaries and benefits: \$1,962,676

The Centre's team of coaches, consultants and knowledge brokers are dedicated to supporting the sector in every way. Our people are your people and the impact they create in partnership with the sector is worth every penny.

Distributed funds: \$1,171,498

The Centre recognizes that organizational growth requires investment, and that both human and financial resources are important to facilitate long-term change. In 2013-14 the Centre began to shift from a project-based model of financial to support to a more flexible approach that recognizes the diverse needs of service areas in a transitioned system.

Travel and meeting expenses: \$345,837

It's important to meet people where they're at. Child and youth mental health agencies know it, and so do we. In 2013-14, Centre staff packed their bags more than 150 times to build crucial connections and support agencies and professionals across the province.

Product development: \$164,346

The Centre complements personalized support with accessible and relevant products that provide practical guidance that helps agencies tackle tough challenges. In 2013-14, we launched a resource hub, a provincial learning calendar, two policy papers, three toolkits and numerous webinars, presentations and videos – all available online.

Operations: \$2,255,643

Supplies: \$207,730

Just as we offer agencies tools and services to help improve outcomes, we also equip staff with the necessary supplies for their roles. Whether it's a desk, a computer or video conferencing equipment to connect with partners from across the province, it's those day-to-day essentials that help ensure we can achieve our goals.

Salaries and benefits: \$1,229,389

The Centre's people support the sector in different ways. Whether it's product development, performance measurement, finance, communications, management or leadership, our operational staff ensure the Centre remains accountable, responsive and innovative in the face of change.

Rent and administrative fees: \$414,057

The Centre is proud to be associated with the Children's Hospital of Eastern Ontario and lucky to have their support in human resources, information services, telecommunications and procurement. We also significantly reduced these costs in May 2012 by relocating to a more modest location, with additional space to accommodate our growing team.

Purchased services: \$283,866

The Centre is home to diverse skills, expertise and experience, but we also know when to ask for help. We turn to experts for advice on specific issues, including policy papers, technical support and operational processes that will help us raise the bar in how we deliver services or develop products for the sector.

Travel and meeting expenses: \$64,993

The Centre is committed to remaining connected to the sector and our 25-member advisory committee meets three times a year to inform our work and help us stay on track. We also host quarterly governance committee meetings and other sector-wide knowledge exchange events throughout the year.

Staff development: \$55,608

To ensure the Centre can continually adapt to our changing environment, we need to support the continuous growth and development of our people. Centre staff – individually and as a group – are offered strategic learning opportunities that they can immediately pass on to the sector.

Total: \$5,900,000



Ontario Centre of Excellence
for Child and Youth
Mental Health

Bringing People and Knowledge Together to Strengthen Care.

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