



Keystone Child, Youth & Family Services

Annual General Meeting Report

June 18, 2018

With the Annual General Meeting upon us it is a time to reflect on the accomplishments and activities of the past year. Keystone has continued on our course to becoming the designated Lead Agency for Children's Mental Health in Grey and Bruce Counties; The Coordinating Agency for the Special Needs Strategy for Children; The Grey Bruce Coordinated Access Mechanism for Children with Complex Special Needs and the Host Agency for the Public Health Agency of Canada funded Prevention Programs in Grey and Bruce Counties.

As the Executive Director of these services, it is with great pride that I share the following report of some of the highlights of the past year.

- As the Lead Agency for Children's Mental Health for Grey and Bruce counties, in keeping with the Provincial Policy mandate of Moving on Mental Health, Keystone has continued to make many strides forward in the accountability and implementation of the Core Service Ministry Programs, Guidelines and Responsibilities (PGR I) expectations. Over the course of this past year, the agency has revised our target numbers in all of our Detail Codes from which Ministry of Children and Youth Services (MCYS) funding flows to the organization. With the advent of EMHware our data collection is more robust and we are able to see more clearly the trends and patterns of our staff which then reflects the needs of our clients. In the coming months, MCYS will be mining into our EMHware data with their new Business Intelligence Solution, to extract those accountability data elements that they need to ensure Keystone is doing the work, and

meeting the expectations for the Service Description Contracts we hold with them.

Keystone is also working closely with the Centre of Excellence for Children's Mental Health, the Consortium of Lead Agency Executive Directors, and the Lead Agency Community of Practice to develop and implement a Quality Framework for the services we deliver. This Provincial Framework will be consistent for all Lead Agencies and their core service providers to ensure the quality of services is maintained in all service areas of the Province.

Cathy Clarke, Assistant Executive Director, continues to sit as an active member of the Provincial Lead Agency Community of Practice (COP). The COP have taken on many aspects of the transformation to our new Provincial System. Three significant pieces of their work centre on the Client Information System (CIS) enhancements which consist of the Key Data Elements and Key Performance Indicators (KPIs); the development of the 3 year Core Service Planning document which will replace the original Ministry driven Core Service Delivery Plan (CSDP) and the Community Mental Health Plan (CMHP); and finally, the development of the Core Services definitions to allow for consistent analysis of tracking data.

As the Executive Director, the writer has continued to sit on the Lead Agency Consortium of Executive Directors. Much of our work over the past year has focused on the Provincial Priorities Report which is available here at Keystone. We have continued to liaise quite closely with the three Assistant Deputy Ministers and their respective roles in government. I have been a member of the Funding Formula working group with MCYS, and most recently have joined the Residential Treatment working group to provide consultation to the Ministry. I am also a support member of the Governance working group for the Consortium.

As of May 2018 all 33 Service Areas are now represented at the Consortium with Niagara Region and Timmins/Cochrane now on board. With our full complement of membership the work of Policy development and system restructuring will now move forward quite quickly in our work plans for next year.

I will share that even though all 33 Lead Agency organizations which represent 179 children's mental health centres, are distinct, unique and different in many ways, we are united and steadfast in our resolve to have the best possible service delivery system for infants, children, youth and families receiving mental health services in the Province of Ontario. It has been a great honour to be a part of such a group of sector leaders and I look forward to the new heights we will take the Province in the years to come.

- As the Coordinating Agency for the Special Needs Strategy for Children, Keystone has seen significant growth and change in this past year. The Ministry programs under this strategy are focused on Coordinated Service Planning for those most complex special needs children and youth as well as the Fetal Alcohol Syndrome Disorder (FASD) support function. Keystone currently has 1.5 FTE staff dedicated to the Coordinated Service Planning role and a 1 FTE staff for the FASD position. We have been notified by the Ministry that an additional .5 FTE position is allocated to the Coordinated Service Planning function for Grey and Bruce. We have served notice to the Ministry we will be actively recruiting and looking to fill the new .5 FTE position in September of 2018. Additional staffing changes to this portfolio saw Ashley Barfoot as the supervisor leave Keystone. We are very pleased to have hired Melissa Chalmers as the new Supervisor for these programs. Melissa will also be overseeing the Coordinated Access Mechanism for Grey Bruce portfolio for Complex Special Needs. I would like to acknowledge Linda Barfoot for stepping up to fill the void between the departure of Ashley and the hiring of Melissa.
- As the Host Agency for the funded Public Health Agency of Canada Prevention Programs, Keystone has taken steps to solidify the service delivery of the Parent Mutual Aid (PMA) programs under the direction of Jennifer Sells, Director of Prevention and Community Programs. Once again with the departure of Ashley Barfoot, Jennifer has taken on direct supervision of these programs. An additional change to this service delivery came about with the decision of Bruce County Council to no longer partner with Keystone to provide Early On Centres. Historically, there has been a nice overlap of services between the OEYC centres and the PMA sites in

Bruce County. This overlap provided an economy of scale which allowed our organization to utilize staffing in a creative and meaningful manner. With the loss of the site locations and the loss of three staff to permanent layoff due to the Bruce County Council decision, Keystone has restructured the PMA services across Grey and Bruce. Jennifer has been working with the staff to do this restructuring and in September of 2018 the service delivery may be slightly different, however the programs will remain and will also evolve into new sites throughout the two counties.

Jennifer and the Cradlelink nurses have been developing and have successfully implemented a new partnership with the Grey Bruce Health Services with the Baby Cuddler's Program. This new partnership sees our trained volunteers from Cradlelink attending the GBHS to assist with newborns who suffer from Neonatal Abstinence Syndrome. This is an exciting new service and one Keystone is proud to be a part of.

- This past year has seen the development of a new Partnership Program with Saugeen First Nations. Keystone has joined with Anishinabek Child & Youth Prevention Services to hire and supervise the MSW position for their Youth Mental Health and Addictions worker. We are very pleased that Susan Wilson has joined as the social worker in this position. All indications have pointed to a very good start to this unique and creative partnership.
- Keystone joined the GBHS in another new partnership program to assist with the development and implementation of a two bed high risk youth inpatient unit. GBHS has contracted with Keystone to provide 24/7 365 staffing and support to this unique and ground breaking unit. I can share with you since the program began in April of 2018 it has been operating at 100% capacity. As with any new program, there are some growing pains, and the staff and administrations of both GBHS and Keystone have been involved in discussions to address how the unit can operate in a smooth and meaningful manner to meet all the needs involved. Once again though, the start has been very positive and reports would suggest it is working well for those youth who have participated.
- As noted earlier, Keystone saw the loss of Ashley Barfoot as a supervisor. In addition, there was a supervisory vacancy which needed to be filled in the

clinical services. As indicated, Melissa Chalmers came on board to replace Ashely, and we are also pleased to have Patti Wright-Koeslag join the ranks of management in the leadership team as a clinical supervisor. Both Patti and Melissa come to the positions with a wealth of experience and a knowledge base that will serve them well as they begin to transition into their new roles in the organization. With the recent restructuring in the Corporate Services of the organization, Keystone has also added Lindsay Speer to the Management Team as the Supervisor of Corporate Services.

- Peter McMurray, Supervisor of Information Technology and Data Integrity has been working very closely with staff and Clinical supervisors in developing and updating our EMHware Systems, policies and practices in preparation for the Ministry mining into our system and retrieving the data they need. Peter and Danessa McManus have kept our organization free of IT complications and have ensured our systems are working to their fullest potential.
- This past year also saw the successful completion of negotiations with our staff's bargaining unit OPSEU Local 295. This is a three year Collective Agreement which will expire in March of 2021.
- Keystone is in the process of sorting employment agreements with all the non-union positions within the organization and should have this fully complete in the coming weeks.
- For over a year now, Keystone has been participating in a Quick Response Clinic format as an entry point to many children, youth and families seeking service from Keystone. With the advent of this new way of serving our clients, our wait times have decreased and remained low over the entire course of time. There is no more than a two to three week lag period presently for all referrals coming into Keystone to see a clinician. I would like to acknowledge Jeff Franks for all of his work in bringing this model to Keystone. We will be bringing our trainer, Karen Young back to Keystone at some point in the coming months to do a refresher for all staff involved in the Quick Response Clinic process.

- The Owen Sound Family Health Team has had an interim Executive Director in place for several months now as Caroline Rafferty has been on a sick leave. This sudden leave came about as we were about to finalize our new agreement with the FHT. The interim Executive Director has been instructed to wait until Caroline returns to finish the process. I became aware last week that she is scheduled to return in the coming months and we will engage with her once she is back to finalize our agreement.
- Keystone receives several referrals per year to look at custody and access reunification counselling services. This is not a part of the core services of the organization and not a service Keystone has been able to offer otherwise with no direct funding stream. With Sandra Kilby sorting all of our legal and court requested referrals now, she has proposed to do some pilot work in this area on select cases to assist those children in significant need. We will be monitoring this process over the next year or so and will look to apply for ongoing funding if there is merit to what we are able to do. I have met with Justice Harrison and he would be very supportive of Keystone moving in this direction but understands this is not a mandated service.
- As many of you are aware, the Youth Board Poster Contest has wrapped up with the winning submission coming from St. Mary's High School in Owen Sound. Aislinn Laporte submitted the winning poster. She and her art teacher Jenna MacLellan have forwarded the final version of the poster with the narrative behind the meaning of it to us and we will be printing these into poster sized versions to be distributed throughout Grey and Bruce to all child, youth and family organizations and schools to promote Keystone.
- For the past several months, Keystone has been in the process of revising our Website. We have hired a consultant to assist in this process. We are very close to having a straw dog so to speak of a new and improved version of our site. Once this piece is complete, we will begin the process of board, staff, youth and family engagement to review and make suggestions for change. In a parallel process, we are also looking at our social media presence and exploring options to have our organization more involved in

these mediums. Much of this work is still at the committee level and we will look in the fall to broaden our thinking by involving others once our policy development is complete.

- The Board Development and Recruitment Committee struck an ad hoc committee this past year to look at the agency By-Laws. The committee did much work to try to clarify and simplify the process. The collective work was reviewed by our agency lawyer, Ross Thomson with a few revisions and subsequently they will be presented to the Board at this AGM for adoption.
- George Mackowski from the Board Development and Recruitment Committee along with Stacy Ostland took on the task of revising all Board Policies. This was a labour intensive process with many, many hours dedicated to developing a consistent format and ensuring the policies are current and relevant for the Board. Many thanks to both George and Stacy for all their work in this process.
- In the coming months, Corporate Services, under the leadership of Julie Tippin, Director of Corporate Services will be working on all additional Keystone policies to ensure they are consistent and follow the changes in our Collective Agreement with staff and our Service Descriptions Schedules with our MCYS, Public Health Agency of Canada, and municipal and other partner funders. Much of this work has already begun in particular with efforts to revise the Residential Policies since the changes to the new Child, Youth and Family Services Act.
- Our Residence Program continues to provide a high quality intensive service for those high risk youth in our community. There have been several changes in staffing over the past year with the advent of the GBHS two bed unit. Bill Martin our Supervisor of Residential Services has kept the program on course and I can share that under his leadership the Ministry provided a full licence with no recommendations for change this past year.
- Keystone continues to hear consistently that there is a new child and adolescent psychiatrist soon to be residing in Grey and Bruce and a member of the Grey Bruce Health Services staff. From all indications, they would be here over the summer months and setting up practice by the fall

of 2018. As the designated Children's Mental Health Agency for Grey and Bruce, we are very excited about this potential, and the potential of partnering and working very closely with them.

- I will have a much better sense of where Keystone stands with the new Funding Formula after my next Consortium meeting, later this week where we are to be meeting with the three ADMs to discuss the transition of the new government. From all indications however, it is felt the funding formula will move ahead as it was laid out by the previous government. It is always possible the formula will tweak a bit. If it does roll out as planned, Keystone should be in a position whereby we do not lose any of our base funding, and depending on the final version of the formula, perhaps even see a modest increase to our MCYS Core Services.
- As many of you are aware, the Family Fun Festival was held on Saturday June 9, 2018. The weather cooperated greatly and we can report that just under 1700 people were counted entering Kelso Beach Park at the two main gates. So much work went into the success of the day and many board, staff and other volunteers made it a wonderful experience for those who were able to join us. I want to thank all those who had a hand in the day and all the support of our board, staff and volunteers in making it happen.
- The Keystone 5th Annual Golf Tournament is fast approaching on Friday July 6, 2018. At our last check, we had five teams registered. We are hoping to get over 20 teams this year. If you know of anyone who is interested please let them know. Please feel free to take any flyers with you to your home communities to share. Once again, the proceeds all go to the Residence to assist in Program development and activities for the youth.
- Keystone in partnership with the Southwestern Ontario Aboriginal Health Access Centre (SOAHAC) recently received an Innovation Initiative Funding Opportunity Grant from the Centre of Excellence. This grant will allow for children and youth to experience creative artistic options in their home communities which will promote good mental health. Michelle Scobie is working in step with SOAHAC on this initiative.

- Cathy Clarke will be giving a more complete report on our Professional Development for staff over the past year however, there are a few that I wanted to highlight. Keystone sponsored a couple of training opportunities in March on FASD from two renowned FASD trainers. Sheila Burns for 2 days to 70 plus individuals from different agencies and an intensive in house training with Nancy Hall for 2 days for 12 staff.

Keystone also provided Youth Engagement training to all staff, presented by staff from the Centre of Excellence, as well as an evening session open to youth, families and community members attended by 35 people.

Finally, I wanted to mention a training we provided related to Transgendered Youth and the struggles they encounter. Our presenter, Vincent Bolt, was also able to facilitate an evening event where youth, parents and service providers also joined.

- The funding from the Centre of Excellence which supported the youth and family engagement activities of Keystone for the past three years has come to an end. These funds aided greatly to help us establish both youth and family engagement as anchoring priorities within our organization and for that we are grateful to the Centre. As has been shared in many of the trainings and events related to this engagement pathway, that it is just that—a pathway. This is a part of our journey and will continue to be such for the life of our organization. There is no tokenism in our resolve to be fully youth and family engaged. We have made good strides forward from my perspective and we will continue to move forward and incorporate this belief and thinking in the culture of our organization.
- All staff and Board recently completed the Centre of Excellence and PCMH Family Engagement organizational readiness survey which was facilitated by our Board member Brandi Gowan. This survey has given us some good foundational information with which to use as we begin to become more organized and structured in our Family Engagement efforts within Keystone. We would like to thank our internal Family Engagement team for all their efforts and look forward to working together in the fall on this important journey.

- As the Lead Agency, Keystone has continued to work towards clear and open pathways to Acute Care beds at London Health Sciences Centre LHSC for our designated service area of Grey and Bruce Counties. Progress has been slow, however we are feeling our issues have been taken seriously and the LHINs are working with MCYS on this. In a bad news/good news scenario, I share that one of our biggest allies at the Southwest LHIN, Kelly Simpson is leaving the LHIN. The good news is that she is joining Vanier Children's Centre in London as the new Executive Director of that Lead Agency, and will be a part of our Consortium and her inside working knowledge of the LHINs will be value added.
- Keystone joined with many other organizations and all the Family Health Teams in Grey and Bruce to put forward a submission to the Ministry of Health and Long-term Care when they called for Youth Wellness Hub submissions. Our model was a rural model which would have seen a Keystone staff embedded in each of the FHTs on a regular basis. The FHTs are the natural gravitating centre for families and it was felt this was an efficient way to provide service and assist in the primary health care model already well established in Grey and Bruce. Our bid was not successful, however there may be a possibility of future opportunities that may be fully funded beyond the three year funding window that this submission held. The model is believed to make sense for rural communities and we will continue to meet to flush out some possible ways of moving forward.
- In closing, I would like to share that the organization is viable, relevant, meaningful and strong. Our Mission is clear. Our Vision is unwavering. From our frontline staff and their many varied roles, to our Board of Directors and in every position between, people have their eye on the best interests of children youth and families in Grey and Bruce counties. I am privileged to work alongside all and on behalf of those children, youth and families we serve, I thank each of you.

Respectfully submitted,

Phil Dodd BSW, MSW, RSW

Executive Director