

It's about HOPE



Peel Children's Centre

85A Aventura Court  
Mississauga, ON L5T 2Y6  
Ph.: (905) 795-3500  
Fax: (905) 696-0350  
www.peelcc.org

Charitable Donation No. 11908 7807 RR0001

Nexus Youth Services

85A Aventura Court  
Mississauga, ON L5T 2Y6  
Ph.: (905) 795-3518  
Fax: (905) 696-0350  
www.peelcc.org/nexus-services

Charitable Donation No. 13039 7631 RR0001

ANNUAL REPORT - 2008/09



It's about HOPE



## Our Vision

A caring community working together for children.

## Our Missions

### Peel Children's Centre

To provide a range of high quality mental health services for children, youth and their families who are experiencing or may experience serious emotional difficulties.

### Nexus Youth Services

Nexus Youth Services creates opportunities for youth by providing high quality services that are inclusive and responsive to the needs and voices of youth.

## Our Values

Flexible	Accountable
Accessible	Efficient
Responsive	Respectful
Effective	Continuity of Service

### Peel Children's Centre/Nexus Youth Services Board of Directors - 2008/09

#### OFFICERS:

Valerie Stove (President), Ken Foxcroft (Vice President),  
Wendy Walker (Secretary/Treasurer) and Don Skinner (Past President)

#### DIRECTORS:

Roman Boychuk, Michael Cantlon, Raquel da Cunha, Colin DeCunha,  
Brad Ebel, Kevin Greco, Anne Horton, Dennis Schembri

## Our Message to the Community

History books will recall 2008/09 as a time when financial markets shocked economies around the globe into a recession. Canada has a stronger economy than most nations, yet the social fabric of our community is also being strained as lost jobs and depleted savings result in increased poverty and family distress.

During these challenging times, Peel Children's Centre and Nexus Youth Services remain passionately committed to our missions. There could not be a more important time for us to provide high quality mental health services for children, youth and their families!

In this year's Annual Report we are pleased to share with you our Accountability Framework, and to highlight accomplishments that continue to strengthen our organizations for the future.

The Framework's first quadrant, Human Capital, celebrates our staff as competent, motivated and highly engaged. Dr. John Yardley, President of Metrics@Work, a world-class strategic human resources management research and consulting centre, explains that our 2004 Employee Feedback Survey results "demonstrated an already strong and cohesive organization. The fact that those results were surpassed in 2007 is impressive...and indicative of an organization that invested time and resources into continued improvement."

In the subsequent two quadrants we are pleased to share with you Consumer Feedback Ratings on Quality Dimensions and Clinical Outcomes. From an accountability perspective, we are able to demonstrate that Peel Children's Centre and Nexus Youth Services consistently meet, and often exceed, expectations.

Within a vibrant culture of continuous learning that strategically fuels innovation and growth, the fourth quadrant of the Framework offers us the opportunity to highlight recent accomplishments in the areas of evidence-based and promising practices, clinical research, and clinical training and development. We also celebrate our recent Accreditation – a first for Nexus Youth Services and the Centre's Maritime-based programs!

As we reflect on the past and look to the future, we thank those who partner with us – our funders, service partners and collaborators, staff, volunteers and donors. To the children, youth and families who trust us with their futures, a special thank you. You inspire, mobilize and energize us. Like you, we promise to work hard, find solutions and grow. We are "A Caring Community Working Together for Children."

Valerie Stove  
President, Board of Directors

Humphrey Mitchell  
Executive Director



Valerie Stove



Humphrey Mitchell

# It's about ACCOUNTABILITY



Holding ourselves to the highest of standards, Peel Children's Centre and Nexus Youth Services use our Accountability Framework to evaluate and report on our agencies' performance. A performance measurement tool that is centred around vision, mission and strategy, the Framework emphasizes accountability, quality and excellence, while also capturing our commitment to learn, innovate and grow.

## Human Capital

We celebrate our staff as competent, motivated and satisfied employees. They are proud to work at Peel Children's Centre and Nexus Youth Services. We are proud that they do. Our agencies' commitment to staff engagement, formalized through an Employee Feedback System initially implemented in 2004, is a "powerful expression of what makes a great organization" great!

## Consumer Perspective

Committed to meeting the expectations of our consumers, we are dedicated to a process of gathering feedback from our consumers and measuring performance across several dimensions of service quality and satisfaction. With consistently high ratings over time, we are proud to share with you our most recent consumer survey results. We not only meet expectations; we strive to exceed them.

## Clinical Outcomes

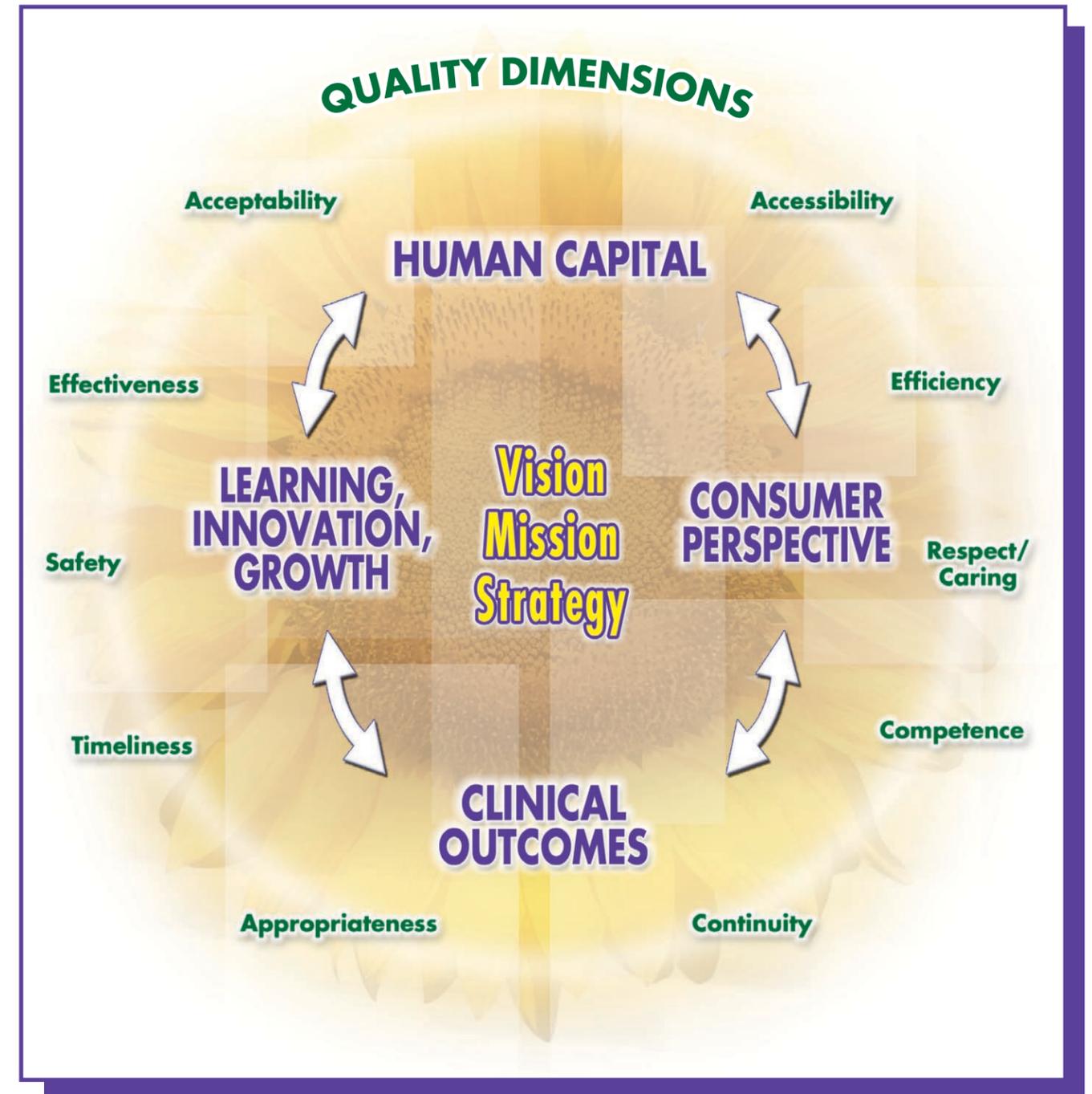
But do we make a difference? Our 2008/09 data on clinical outcomes illustrate that treatment at Peel Children's Centre and Nexus Youth Services is effective. Children, youth and their families do experience substantial gains in functioning as a result of working together with us. We are pleased to share a snapshot of our most recent findings.

## Learning, Innovation, Growth

Ultimately, when children, youth and their families are successful in treatment, all of us at Peel Children's Centre and Nexus Youth Services celebrate. We have learned over time that competent staff, effective programs and efficient processes result in clinical success stories. We are also aware that the path towards excellence is, indeed, a journey. As a learning organization, we want to do more and do better.

Thank you for taking the time to review our Annual Report and for your ongoing support.

## Accountability Framework



# It's about ENGAGEMENT



## Human Capital

At Peel Children's Centre and Nexus Youth Services, we believe competent, motivated and satisfied staff, at all levels and in all positions, are fundamental to our successes – past, present and future. A fully engaged workforce is primary to our ability to provide a continuum of high quality services for children, youth and their families.

So how does one go about measuring staff engagement and progress over time? Dr. John Yardley, President of Metrics@Work, a world-class strategic human resources management, research and consulting centre, suggested the answer was really quite simple – ask your staff what they think!

So we did! In 2004/05, Peel Children's Centre and Nexus Youth Services launched our first employee survey based on a tool called the Employee Feedback System or EFS. The EFS measures key work-life issues and can provide an important window into staff perceptions of an organization's strengths and weaknesses. It also allows for benchmarking against a healthy cross-section of public- and private-sector organizations.

We were delighted with our initial results, which placed us in the "high performance" range relative to other organizations in the database in the areas of Job Satisfaction, Co-worker Cohesion, Organizational Satisfaction and Satisfaction with Supervisor. As with any Continuous Quality Improvement initiative, we celebrated our successes, looked to leverage our strengths, and then rolled up our sleeves. There was work to be done.

Fast forward to the launch of our second EFS. We are humbled by the results. From the perspective of Dr John Yardley:

*"Peel Children's Centre's/Nexus Youth Services' scores are significantly better than many of the 200 organizations within our database. The agency is a powerful expression of what makes a great organization... and it is impressive that they were able to surpass their already strong results of 2004/5."*

From the perspective of frontline staff, whose ratings at Peel Children's Centre/ Nexus Youth Services were about 10–15% higher than frontline employees at other organizations in the Metrics@Work database, this is what they had to say:

*"I've been a lot of places. PCC stands for something. It stands for hope. It stands for a chance to make a difference, no matter how little or how small... I believe I have an agency standing behind me."*

***"the commitment to ongoing learning and development"***

*"lots of opportunities to build my clinical skills"*

***"I have never worked for an agency that has acknowledged frontline staff as much as this one."***

*"Could I picture a better workplace? No."*

***"I plan to stay. It just keeps getting better."***

It is evident that staff at Peel Children's Centre and Nexus Youth Services are committed and passionate about what they do. In the challenging field of children's mental health, they find motivation and purpose that infuses their everyday work. Such high levels of engagement translate into high quality services – it's that simple!

***"I love what I do. What I do changes people's lives."***



# It's about HIGH QUALITY



## Consumer Perspective

When staff “love” their work, the quality of service is positively impacted so that our consumers experience high levels of service quality and satisfaction. We are committed to living our Missions of *high quality* services and to holding ourselves accountable:

- Do our clinical services meet clients’ expectations?
- Do our clinical services meet clients’ needs?
- Are the desired outcomes achieved?
- Are clinical services provided in a timely manner?
- Are clients involved in service decisions? How are clients treated by staff?

*“I cannot truly put into words the amount of gratitude I have for the PCC. My family has benefited so much it is truly hard to express, but just know how much we appreciate.”*

*“I’m extremely satisfied with all aspects of this program. The program has confirmed any doubts or problems I’ve encountered with parenting and also has provided or confirmed ways to deal with those issues. Thank you!”*

**Peel Children’s Centre and Nexus Youth Services**



**Peel Children’s Centre:**

- Global Quality: 93%
- Overall Satisfaction: 93%

**Nexus Youth Services:**

- Global Quality: 88%
- Overall Satisfaction: 92%

The power of consumer feedback, in ratings and in words, inspires us to move forward. We continue to listen and learn. Programs are continuously improved based on consumer feedback.

For example, challenged by consumer feedback that identified “waiting for service” as a key issue, we developed innovative ways to support families at the “front door”. Single-session and brief-therapy options are now available in several core program areas as an alternate service option and/or a bridge to longer-term service. A current research project with McMaster and Dalhousie Universities offers the opportunity for further progress in this area. In addition, the Centre has expanded its Group Services offerings to include a Summer Parenting Workshop Series.

While consumer feedback ratings point to effective programming, we use other standardized evaluation tools to measure impact. Please explore the following section which clearly illustrates the power of mental health treatment services. We are making a real difference in the lives of children and youth with serious mental health difficulties.

***“I can talk about anything without feeling stupid. ... It’s awesome.”***



# It's about SUCCESS

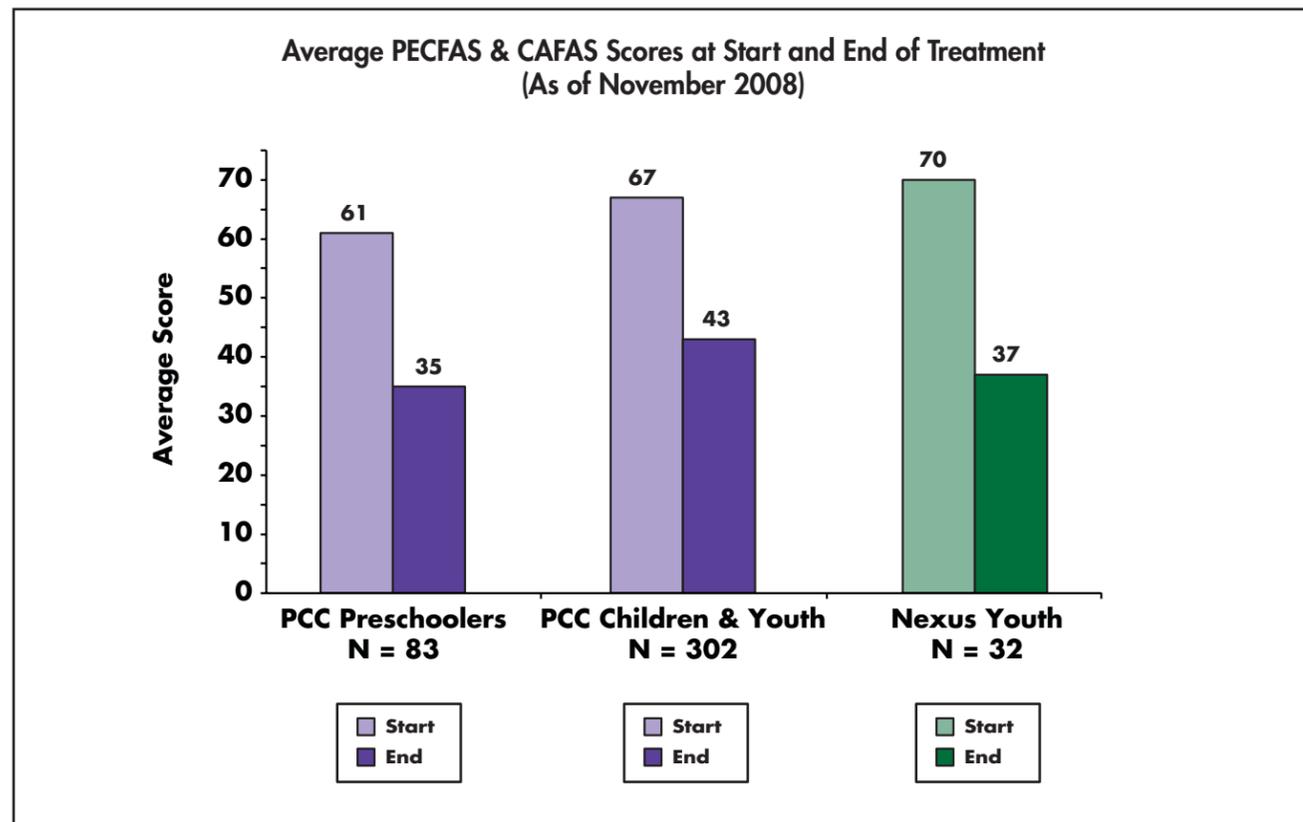


## Clinical Outcomes

At Peel Children's Centre and Nexus Youth Services, we use the **CAFAS**<sup>®</sup> (Child and Adolescent Functional Assessment Scale) and **PECFAS**<sup>®</sup> (Preschool and Early Childhood Functional Assessment Scale) to measure the effectiveness of the clinical services we provide.

These standardized tools compare the degree of functional impairment in children and adolescents at the beginning and end of treatment. A decrease in the scores indicates an improvement in day-to-day functioning. An overall drop of 20 points or more in treatment is considered clinically significant. As illustrated in the graph below, we are pleased to confirm that our services make a real difference in the lives of children, youth and their families.

Peel Children's Centre and Nexus Youth Services



While data paint a useful picture of clinical outcomes, comments from parents and youth bring the picture to life:

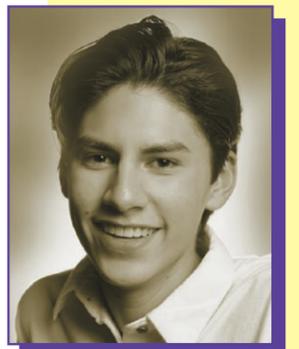
*"... I see my daughter with a successful future ahead because of this program."*

*"[The clinician] has been excellent in helping me understand my child's needs. The suggestions and techniques work and have helped tremendously."*

*"Before Peel I was an angry kid, I was a bully. ... The staff stuck with me the entire time I stood with my heels dug in the ground and because of it I have grown up a lot now. ... My thanks to all the staff ... the coordinators, school planners, psychologists, outreach workers, and everyone else on the team."*

We are inspired by such courage and determination. Against so many odds, our children, youth and their families find ways to learn and grow. They realize brighter futures. As a tribute to their success, we challenge ourselves not to rest easy on historic achievements, but constantly to seek out new opportunities to learn and grow. In so doing we are better able to meet the needs of children, youth and their families with mental health challenges. They are worth it!

*"My life was truly doubtful before I attended Peel. ... I cared for no one but myself. ... It was so good there, I was taught how to build strong relationships and cope with how the world is without drugs. ... It was fantastic."*



# It's about INNOVATION



## Learning, Innovation and Growth

Beyond passion and desire, our capacity to learn, innovate and grow builds on a foundation of high quality that has been in the making for more than 20 years.

The strength of that foundation was recently re-evaluated during an Accreditation Review. We are very proud to share that in April 2009, Peel Children's Centre and Nexus Youth Services were successfully accredited by Children's Mental Health Ontario with an overall score of 98.6%!

While Peel Children's Centre has been accredited since 1994, this is the first time our residential treatment programs in New Brunswick have been tested against the more than 250 quality standards. Congratulations to our New Brunswick team of professionals! It is also a first for Nexus Youth Services!

A culture of learning implies many "firsts". We look for opportunities to leverage our existing strengths in ways that challenge us to leave the comfort zone behind. We take chances when we reframe risk as opportunity. We want to connect with new people, in new ways – to practise new skills. Change is good; it nurtures opportunities for learning and growth. It is a culture that we embrace, as the benefits ultimately accrue to the children, youth and families with whom we work. Here are but a few examples.

### Evolving service delivery to build upon evidence-based and promising practices, such as:

- Trauma-Focused Cognitive Behavioural Therapy (CBT)
- Stop Now and Plan (SNAP™)
- Incredible Years
- Right from the Start
- COPEing with Challenging Behaviour
- Single Session Therapy

### Leading and participating in clinical research, such as:

- Use of an Early Screening Tool for Autism in Community Settings, led by Dr. C. Roncadin, Psychologist/Research Scientist at Peel Children's Centre, with funding from the Ontario Mental Health Foundation
- Access to Child/Youth Mental Health, as members of a team led by Dr. C. Cunningham (McMaster University) and Dr. Pat McGrath (Dalhousie University) with funding from the Canadian Institute for Health Research

- Bringing Information Home and Social Anxiety Study, in partnership with Dr. C. Cunningham (McMaster University) with funding from the Canadian Institute for Health Research and the Ontario Mental Health Foundation
- Pathways and Adherence to Treatment Services by Immigrant Families, in partnership with Dr. H. Hamilton (Centre for Addiction and Mental Health) with funding from the Centre of Excellence for Research on Immigration and Settlement

### Creating a Vision for Clinical Training and Development such as:

Implementation of a series of training workshops and lunch-and-learns delivered by staff with expertise in these subjects.

- Core Competencies in Children's Mental Health
- Towards Positive Therapeutic Outcomes
- Learning Disabilities in Children's Mental Health
- Understanding and Intervening with Children with Aggressive and Disruptive Behaviours
- Foundations of Social and Emotional Development
- Importance of Family Interventions in the Treatment of Youth Who Sexually Abuse
- Father Involvement in Children's Mental Health Treatment
- Grandparents Raising Grandkids with Mental Health Issues

New learnings and new partnerships let us do more and do it better – for children, youth and their families with serious mental challenges.

*"The service has been very good and the strategies are paying big dividends for our son. It has been great!"*



# Financial OVERVIEW



## Peel Children's Centre/ Nexus Youth Services

### Statement of Revenue and Expenses



Program	Revenue	Expenses	Excess Revenue over Expenses
Children's Mental Health 0 – 6	923,154	923,154	-
Court Clinic	233,537	325,791	(92,254)
Intensive Child & Family	3,087,401	3,105,561	(18,160)
Mobile Crisis	901,209	905,979	(4,770)
Nexus Youth Services	493,661	573,434	(79,773)
Non-residential	2,331,697	2,362,725	(31,028)
Sexual Abuse Treatment Program	652,109	652,109	-
Preschool Services	698,125	726,685	(28,560)
Day Treatment	1,533,968	1,675,340	(141,372)
Respite	485,066	485,066	-
Child Witness	165,000	165,000	-
Residential	4,658,423	4,883,889	(225,466)
Economic & Business Development	2,306,548	1,685,165	621,383
<b>Total</b>	<b>18,469,898</b>	<b>18,469,898</b>	<b>-</b>

## A Caring Community Working Together for Children

Peel Children's Centre and Nexus Youth Services gratefully acknowledge the financial support of the many individuals, companies, foundations and community organizations that enable us to provide high-quality mental health services for children, youth and their families. The following list represents our most generous supporters who made a donation, contributed a sponsorship or provided a gift-in-kind valued at \$500 or more in the period April 1, 2008 to March 31, 2009.

### Principal Funders

**\$100,000+**  
Ministry of Children and Youth Services  
Regional Municipal of Peel  
United Way of Peel Region  
(Nexus Youth Services only)  
Ministry of the Attorney General  
The Ontario Trillium Foundation

### Leadership Gifts

**\$10,000+**  
Canadian Tire Foundation for Families  
CIBC Charity Golf Classic  
Emil Kolb Hootenanny  
RBC Foundation  
Square One Property  
Summit Garden Dinner and Auction

### Individual

**\$1,000+**  
Anonymous  
Linda and Ken Foxcroft  
Sheila Lavallee  
Humphrey Mitchell  
The Skinner Family  
Richard and Valerie Stove  
Fred and Wendy Walker

### **\$500+**

Anonymous  
John Armstrong  
Linda Berkowitz  
Roman Boychuk  
Ceri Harnden  
David Kingsland  
Joan Littner  
Kathy Sdao-Jarvie  
Sherry Sklar  
Joan Stulac  
Mora Thompson

### In Memoriam

Barbara Mitchell  
Ralph and Margaret Lavallee

### Corporate

**\$1,000+**  
Biovail Corporation  
BMO Fountain of Hope, Employees' Foundation  
En TechneVision Inc.  
Graham Construction and Engineering Inc.  
Wedlock Paper Converters Limited

### **\$500+**

675210 Ontario Inc.  
New York Fries  
Alderwood Plumbing Services Ltd.  
Ascona Foods Group (Canada) Ltd.  
CIBC - Retiree Advisory Committee  
Colourific Coatings Ltd.  
Digital Measurement Metrology Inc.  
Dylanico Supplies Inc.  
Habib Canadian Bank  
Hitachi Canada Ltd. &  
The Hitachi Foundation  
Presentation Plus  
TD Waterhouse Canada Inc.  
UPS-SCS-Burlington

### Holiday Brunch and Auction

**\$1,000+**  
CruiseShipCenters, Mississauga  
Brad Ebel  
Linda and Ken Foxcroft  
Laurie Williamson Pontiac Buick GMC Ltd.  
Rogues Restaurant  
The Skinner Family  
Square One Shopping Centre

### **\$500+**

Children's Aid Society of Peel  
Keyser Mason Ball, LLP  
PLASP Child Care Services  
Fred and Wendy Walker

### Cosmic Bowl

**\$1,000+**  
BDO Dunwoody  
Canpar Transport Ltd.  
The Clorox Company of Canada Ltd.  
Coty Canada  
EllisDon Corporation  
Galcon Marine Ltd.  
David Katz  
Laurie Williamson Pontiac Buick GMC Ltd.  
Louisiana Seafood & Kitchen  
The Mississauga News  
Pallett Valo LLP

### **\$500+**

Bodyworks Auto Collision Specialists  
Lennard Commercial Realty  
Peel Regional Police  
Square One Shopping Centre  
Talisman Moving Services Inc.  
Thompson, MacColl & Stacy LLP

### Community

**\$1,000+**  
The Hustler Young Men's Bible Class Foundation  
LCBO District 11 Golf Tournament  
Mississauga Central Lions Club  
Sutton Group—Summit Realty Inc. Charity Casino Night  
Toronto Star Fresh Air Fund  
**\$500+**  
Back Alley Cruisers Mississauga

### Summit Garden Dinner and Auction

**\$1,000+**  
AGF Management Limited  
Dynamic Funds  
**\$500+**  
MacKenzie Financial

### CIBC Charity Golf Classic

**\$500+**  
BDO Dunwoody  
Brinks Canada Limited  
Canadian Premier Life Insurance  
Canadian Standards Association  
CIBC  
Danier Leather Inc.  
Flextronics Canada  
KPMG  
Lindvest Properties Limited  
McAsphalt Industries Limited  
Norstar Corporation  
North American Property Group  
Tridel Corporation  
Wilson Vukelich

*"My younger son (now 22 and at the University of Western Ontario) brought our whole family to PCC some years ago. You changed his life (and ours too of course) ... I'm happy to support your work if only in a small way."*