



vanier

Children's Mental Wellness

2021 | 2022
ANNUAL REPORT



Mission, Vision, and Values

Mission

Vanier Children's Services improves the lives of infants, children, youth and their families through the provision of mental health services and supports based on clinical excellence, collaboration, partnerships, and system leadership.

Vision

A London-Middlesex Infant, Child and Youth Mental Health System, supported by the unique contributions of Vanier Children's Services, providing timely, child-centred, family-friendly, culturally-informed, comprehensive services and programs.

Values

Respect. Compassion. Inclusivity. Collaboration & Shared Decision-Making. Evidence-informed.



Message from the Board Chair & Executive Director

The past year has been challenging, rewarding, and a time of growth and renewal. Difficult times requires leadership, courage, and resiliency and Vanier stepped up and served our community when they needed us the most. In February 2021, researchers from SickKids Hospital found that most Ontario children surveyed reported a decline in their mental health during the initial lockdown measures in 2019, and kids with pre-existing mental health issues reported the most significant deterioration. Children's Mental Health Ontario reported that 1 in 5 children struggle with mental health issues and those numbers are on the rise. In 2021 Vanier served 2478 clients which is an increase from previous years. Demand for services are increasing, children are waiting longer, and kids are sicker and needing more intensive treatment, Our deepest gratitude to Vanier front-line staff for keeping our children and families safe during this unprecedented time. We are forever grateful for your ongoing dedication and commitment.



This past year has been a time of growth and innovation as Vanier is rapidly evolving to meet our community needs. In 2021 Vanier was selected by the Ministry of Health to operate the Tele-Mental Health Services Hub for the West region and received \$900,000 in annualized funding. Tele-Mental Health Service (TMHS) provides children and youth in rural, remote, and underserved communities with access to specialized mental health consultations through videoconferencing as close to home as possible. To address the alarming demand for eating disorders treatment and supports, Vanier in partnership with London Health Sciences Centre submitted a joint funding proposal to Ontario Health. The proposal was submitted to address the surge in demand for supports for children with eating disorders. The proposal was successful and Ontario Health provided 1 million dollars in annualized funding to open a new community based stepped care eating disorders program at Vanier. This is the first of its kind in Canada.



Our work would not be possible without the strong support of the Board of Directors who play a key role in the strategic governance of the agency. We are truly thankful for their time and ongoing dedication to Vanier. As a Lead agency, Vanier is grateful for the strong and collaborative relationships we built with our community partners and funders. As system leaders, Vanier collaboratively led numerous quality improvement projects and formed a system focused quality improvement committee to oversee this important work. In the coming year, we anticipate there will be both challenges and opportunities. One thing that will never change is our commitment to the children and families who need us. Our staff will remain a key priority and we will continue to foster an environment of equity, diversity, inclusion, and belonging. The Joy at Work, a wellness initiative will remain a priority and we look forward to working with staff to rebuild and refresh to move forward together.

Sincerely,

Handwritten signature of Kelly Simpson in black ink.

Kelly Simpson
Executive Director

Handwritten signature of Sally Zandri in black ink.

Sally Zandri
Board Chair

Key Accomplishments

Tele-Mental Health Services (TMHS) Western Hub

In 2021-2022, Vanier was selected by the Ministry of Health to host Ontario's Tele-Mental Health Services – Western Hub. Vanier was selected for this program due to its clinical expertise, planning capacity, and affiliation with the Schulich School of Medicine & Dentistry at Western University and the London Clinical Psychology Consortium.

Tele-Mental Health is a creative solution for increasing access to child psychiatry and reducing wait-times for children and youth in rural, remote, and underserved communities. Tele-Mental Health Service (TMHS) provides these communities with access to specialized mental health consultations through videoconferencing as close to home as possible. TMHS also strives to provide culturally appropriate services to First Nations, Métis, Inuit, urban Indigenous, and francophone children, youth, and their families.



Tele-Mental Health:

- Uses secure videoconferencing technology
- Provides consultations with child psychiatrists to children/youth and their families without having to leave their community,
- Provides direct consultation that allows for diagnosis and treatment recommendations, and
- Provides agency staff with vital education and training to build their professional expertise so they can provide better service to children and youth in their community

Tele-Mental Health is a consultation model with access to specialized mental health consults provided by three Hubs: The Hospital for Sick Children, the Children's Hospital of Eastern Ontario, and Vanier Children's Mental Wellness.

Key Accomplishments

New Eating Disorders Program

Innovative Partnership Between Vanier and LHSC is a Canadian First

Since the onset of the pandemic the demand for children needing mental health treatment for eating disorders exploded across Ontario. For the first time ever London Health Sciences Centre (LHSC) had a wait list for the eating disorders program and the children requiring services were younger than ever before. To proactively meet the urgent community need for additional eating disorder programs, Vanier and LHSC approached Ontario Health West to request funding to support a stepped care eating disorders program. This program would allow children who are medically stable to discharge from hospital quicker, or in some cases be admitted directly to Vanier for treatment. This program will improve client flow from hospital into the community and reduce the chances of hospital readmission. The request for funding was approved and approximately 1 million dollars in annualized dollars has been committed to this program. Staff recruitment is underway with the goal to admit patients by the beginning of July.

The program will initially operate 4 beds and will run 7 days per week 24/7. LHSC and Vanier will share a Nurse Practitioner who will provide the clinical oversight for the integrated program. The clinical team will consist of nursing, social work, psychology, occupational therapy, dietitian, and child and youth counsellors. The goal of the eating disorders program is to provide intensive treatment in a community setting. While at Vanier children will participate in activities of daily living such as meal preparation, attending school, playing sports and other recreation activities. A family-based model will be used where families will participate in the program and also receive support to ensure a successful transition back to their home environment. Once in recovery, children will receive relapse prevention program supports.



Elijah's Story

We first heard about Elijah while attending a community stakeholder meeting to decide whether he was a good fit for intensive treatment. Elijah had experienced behavioural, social, and emotional difficulties starting at 18 months of age. Elijah was not able to read and did not want to attend school. He would act out, get suspended, or would not show up at school. He was verbally and physically aggressive with others and had destructive behaviours.

Elijah was admitted to Vanier for intensive live-in treatment services which included a full psychology assessment and monitoring by a psychiatrist. Elijah was diagnosed with a learning disability and a mood disorder. The adults in his life needed to adjust to help him succeed. He had a great sense of humour, a lovely smile, and a true love and connection to his family.

While in the intensive program he worked hard with staff to learn to read. They spent countless hours going over sight words and building up to small sentences. After he was discharged from Vanier, his family was offered transitional support services, and Elijah was able to attend a transitions classroom where he thrived and continued to build on his learnings at Vanier.

Elijah's family experienced a traumatic event when their home burned down resulting in injuries, stress, and PTSD. This was a challenging time for all. The community rallied around the family and raised funds to get them back on their feet.

Elijah is now preparing for high school. He gets up every morning looking forward to a productive day at school. He is reading and writing at his grade level and his mom reported she can't remember the last time he had an outburst or violent behaviour.

This is a true testament to the challenging work done every day. Even when it feels like you are not getting anywhere, those little impacts made daily, translate into huge accomplishments down the road. Thank you to all the staff who helped Elijah and his family, because this family was truly a Vanier effort across the board.



"I need to let you all know because I feel like Westmount school and Vanier were all key places where he learned so many skills to be proud of and I can't thank you all enough". – Elijah's mom

Managing Risk

At Vanier risk management is a key priority. A risk management plan is in place to address risks and to implement strategies.

Clinical Services

- Licensing for Live-In Treatment Services - standards have been met or exceeded. License renewed annually
- On-call manager/supervisor is available 24/7 for all programs
- Tandem (crisis and intake) available 24/7

Technology

- EMHware (Client Information System) implemented, user training and compliance achieved

Health & Safety

- All members of the Joint Health & Safety Committee are certified
- Workplace inspections completed regularly and follow-up actions are addressed
- Annual training for Violence in the Workplace, including harassment, bullying and domestic violence
- Security cameras on-site and operational

Privacy

- Annual Privacy Report Submission - privacy breaches submitted to Information and Privacy Commissioner (IPC) and the Board of Directors
- Dedicated Privacy Officer

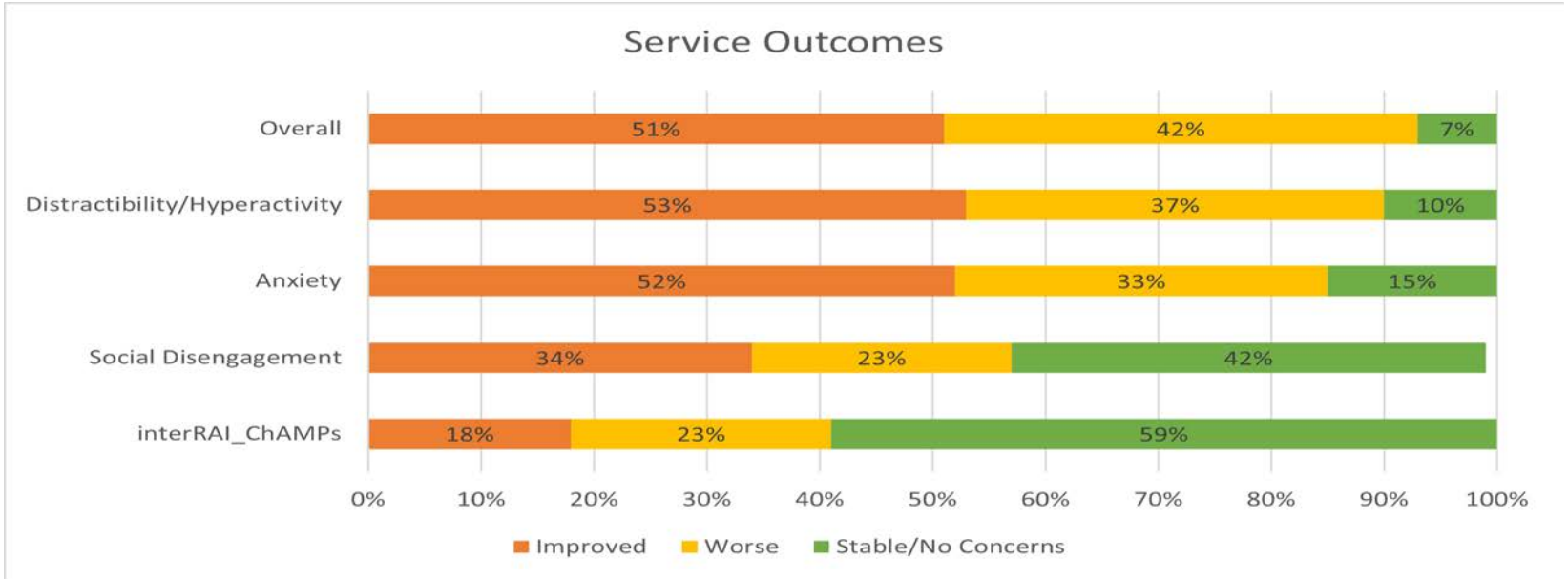
Covid

- Pandemic Plan developed & implemented
- PPE Plan
- IPAC Training
- Respirator Fit Testers - 4 staff trained



Measuring Performance

Service outcomes are based on the interRAI assessment tool used pre and post treatment. These results spotlight our Family Therapy Program.



FEEDBACK

What did we do well?

“The activities and way the sessions were handled took into account what my child wanted which made them more enjoyable and therefore beneficial to my child. Services were child-focused, supportive of parents/caregivers. Connected/coordinated with other resources and made sure there was a plan going forward after Vanier services were completed. Our worker has good communication, good listening, child-friendly, and service is personable.”

What can we do better?

“Helpful to have in-person session and less wait time to get into services.”

What did you learn from participating in the services at Vanier?

“We learned how to implement different methods to work with my child. Better insight into my child's beliefs about himself, the importance of role modeling healthy self-talk/positive self-affirmation. Gained some coping strategies for worries and conflict resolution.”

Measuring Performance

Client Satisfaction

Service helped child cope	91%
Service helped family get along	87%
Family learned new skills	100%
Reached goals	87%
Worked together to achieve goals	100%
Both strengths & problems were discussed	100%
Clients felt worker focused on their needs	100%
Client satisfaction with wait-time	68%
Client felt they were treated well	100%
Clients felt they had a role in decision making	100%
Client felt culture was respected	100%
Clients felt service well coordinated	100%
Client connected to other services when need	95%
Client would use service again/recommend us	100%

Client Satisfaction Brief Therapy

Session helpful in understanding issues	87%
Received helpful recommendations	94%
Better able to manage issues	77%
Staff respectful	100%
Family's culture, beliefs and feelings respected	100%
Better understanding community resources	85%
Will use service in future	98%

Utilization Statistics

of Clients

	<u>21/22</u>	<u>20/21</u>
Clients using our services	2478	2123
Calls to Crisis & Intake	8244	7067
Clients in Residential Treatment	14	19
Talk-in Clinics- Clients	229	172
Talk-in Clinics- Sessions	234	216

Top 15 Presenting Issues

- Anxiety
- Family Issues
- Aggression
- Anger Management
- Non-compliant/Oppositional/Defiant
- Depression
- School Behaviour Issues
- Relationship/Attachment Issues
- Parental M.H. Problems-including Anxiety & Dep.,
- Attention Problems/Hyperactivity
- Self-harm Statements or Behaviour
- Diagnosed ADHD.
- Mood Swings
- Suicidal Thoughts
- Peer Issues





Lead Agency

Vanier is the Lead Agency for the London Middlesex Service Area and works at both the local and provincial levels to improve the Child and Youth Mental Health (CYMH) system. Locally, the Core Services Leadership Council (CSLC) ensures system planning and resourcing for London Middlesex. A key activity for CSLC was updating the London Middlesex Service Area Plan that identifies key areas for future system planning including possible funding opportunities and/or reallocations in alignment with the "Ministry's Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System."

The Ministry Multi-Year Plan priorities include:

- Enhance system planning and data capacity
- Residential/ intensive and specialized services
- Coordinated access, intake, and flow
- Early prevention identification and intervention
- Enhanced coordination between core CYMH services and other mental health-related community resources
- Increased respite services capacity
- Develop capacity to identify and respond to issues related to health equity and system-level planning

The CSLC led virtual stakeholder workshops and reallocation discussions in 2021-2022. The purpose of these sessions was to gather input to identify resource reallocation opportunities to strengthen the system of care for Children and Youth Mental Health.

Enhance system planning and data capacity

A new quality committee was launched to support the CSLC service area plan. It will serve as an important mechanism for leadership to achieve progress and momentum on system quality issues in alignment with the work of the CSLC. The Lead Agency Data Analyst meets with Core Service Providers to support data quality.

Live-In and Intensive Services

Live-In and Intensive services is a priority within the CSLC service area plan. A working group has been created to examine live-in treatment. Early recommendations were brought forward to CSLC for endorsement. Vanier worked with the access and discharge working group to create an integrated and seamless pathway that identifies key steps and roles from the initial expression of the need for live-in treatment services to discharge back into the community. Identifying upstream approaches and strategies to provide clients and families with education and support along the entire continuum. Vanier worked with the service delivery working group to create a service delivery model, with a minimum set of standards and best practices, for Live-In Treatment to ensure consistency, efficiency, and effectiveness of the program using a family-centred and youth-centred approach.

Lead Agency

Coordinated Intake and Access

Substantial work has taken place to develop a network of interconnected access points for intake, including 24-7 crisis services, connection to hospital services, and other mental health-related community resources. The next phase of this work will focus on improving after-hours service and evaluation.

Develop capacity to identify and respond to issues related to health equity and system-level planning

In 2021-2022, the CSLC reviewed the recommendations brought forward from the Engagement with Communities Disproportionately Impacted by Covid-19 project that sought to identify systemic barriers and partner with community members to co-create culturally safe and responsive services while building awareness and trust. The CSLC explored how health equity is embedded in all Service Area Plan priorities and determined that health equity will be a focus within the Quality Committee. The Core Services Leadership Council also received a presentation on the French Language Services Alliance. This work will help to build french language capacity, service delivery. All CSLC members were invited to join the Alliance.



Jenny's Story

Twelve-year-old Jenny was referred to services due to several suicide attempts and hospitalizations over the course of a month. Jenny's family recently moved to London from another province. There is a significant amount of family conflict and Jenny's parents have now separated. Jenny has witnessed ongoing relational stress between both parents. Jenny's therapy consisted of family work with each parent as well as individual work.

The primary goal of her therapy was to improve her emotional safety and help to gain insight into her suicide attempts, understand the triggers, and develop skills to support herself. The therapist worked with Jenny and her family using attachment-based strategies to increase supports and "safe hands" for the client in the family circle. The therapist consistently focused on her strengths, actively listened, used art, writing, and other strategies to help her reframe, create a safe place, and gain skills to manage existing barriers and triggers. Jenny reflected on her ability to reframe her thoughts which enabled her to change her feelings and actions. She was able to demonstrate her ability to implement her safety plan to prevent a further suicide attempt. Work was completed with her dad to increase his ability to be emotionally supportive.

Once Jenny completed her therapy she was able to talk more about her past behaviours as they related to her relationship with her family. Jenny and her parents are working together to build mutual trust. She has developed the skills to advocate for herself in situations that are challenging and triggering.



Jackson & Rayna

Jackson was brought into care at age seven for a variety of concerns about the ability of his parents to care for him. He was impulsive and violent at school and his parents had resorted to physical discipline. They struggled with their own mental health. Jackson moved through a number of short term placements that were not able to meet his mental health treatment needs.

Jackson was admitted for intensive treatment at Vanier. He had a history of behaviour issues, self-harm, and violence toward others. Once admitted he was stabilized, assessed, and treated. Jackson was a caring child who wanted to do well. He was personable and enjoyed playing with his peers but at times he had difficulty believing in his own abilities.

After experiencing trauma at an early age, Jackson became hyper-vigilant to any potential threats and could misinterpret them as threats to his overall safety. His attachment style made it difficult to form trusting relationships with caregivers. Over the course of his placement, Vanier's consistent approach to labeling his emotions and reactions, when he experienced the world as threatening allowed him to learn to rely on adults to maintain his safety. This approach reinforced that staff could see him and his strengths, hear his fears, be with him in his struggles, but more importantly, his successes. Jackson was highly creative and enjoyed opportunities to use his imagination. His smile was contagious, and he laughed with his whole belly and gave the most tremendous hugs.

Over the course of his placement, Vanier staff supported Jackson in many ways. Jackson started to question his gender identification. Staff encouraged his questions and supported his choices about how he wanted to identify. Once discharged, he began to identify as a female, gave herself a new name, and called to share this huge change with the team. Rayna, as she is now known, calls often, and continues to share her successes and celebrations with "Team Rayna" at Vanier. She shared that she is feeling incredibly good about herself and has settled in well.

We are grateful to all our kids for allowing us to be a part of their journey. Some of those kids will leave different imprints on our hearts. Rayna is one of those kids who will be remembered for her resilience, her smile, her strength, and her courage to take a leap and trust. Rayna's story is only one of the reasons our amazing CYCs, CFTs, and every person who is connected to the live-in program come to work each day, and we are so blessed to have the chance to embrace them.



Our Supporters



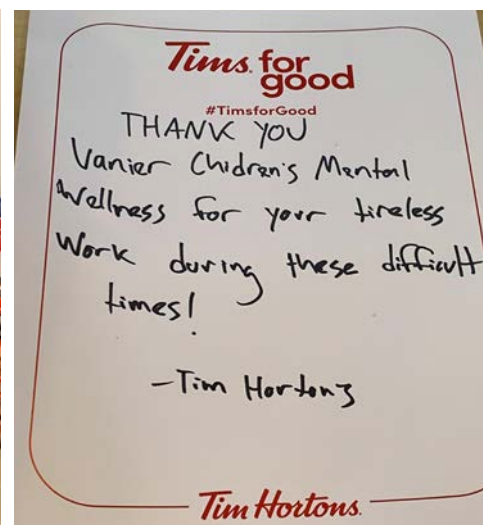
Over the past year Vanier received over \$135,000 in donations from our amazing donors.

Donations included cash, gift cards, grocery cards, toys, services, clothing, books, blankets, gifts of time, and so much more! It has been tough year but these wonderful individuals and organizations came through for the children and families in our community.

Because of our donors, families were able to provide holiday meals and gifts to their children. The donation of clothing, hats, gloves, and blankets keep children warm. Children were given new books to read and were able to participate in day camps and sporting activities. Area restaurants have brought meals and coffee donations to our essential staff during the past few years to show their appreciation for their important work.

We appreciate every donor. We could not do it without you.

THANK YOU!



A Year in Review - Financials

Year Ended March 31, 2022 (With Comparative Figures for 2021)

Revenue	2021-2022	2020-2021
Ministry of Health	7,475,118.00	8,164,486
Government assistance	219,199	882,486
Fee for Service Programs	867,482	1,025,616
Fundraising & Grants	185,693	444,128
Other	173,258	N/A
	<u>\$8,920,750</u>	<u>\$10,516,716</u>
Expenditures		
Salaries & Benefits	\$6,883,089	\$7,356,918
COVID-19 Funds	N/A	\$910,897
Food Services - Residential	57,806	70,913
Building Occupancy	389,397	276,387
Purchased Services - Clients	447,051	284,920
Program Expenses	56,000	38,631
Professional Fees	398,759	219,724
Office Administration	109,475	126,134
Insurance	57,484	50,113
Information Technology	164,121	173,100
Staff Training & Travel	61,298	56,227
Other	67,791	132,520
	<u>\$8,692,271</u>	<u>\$9,696,484</u>



Audited financial statements are available on our website.

Assuring Quality

Vanier utilizes quality improvement frameworks such as the Quadruple Aim with a focus on improving client and staff experience, sustainable care costs, and quality and population health. These frameworks guide the organizational balanced scorecard, Quality Improvement Plan, and program quality reports. In 2021-2022, Vanier launched their Quality Improvement Plan (QIP) with three areas of focus:

1. Improving client experience, and outcomes and reducing wait times for Family Therapy
2. Improving quality outcomes and client experience for Live-in Intensive Services
3. Improving Joy at Work and fostering a positive workplace culture

Value Team

Vanier's Value Team Committee is critical to ensuring the success of the quality improvement initiatives across the organization. In 2021-2022 the Value Team reviewed and provided feedback on multiple quality projects including the Quality Improvement Plan, Ontario Perception of Care (OPOC) tool implementation project, and QI Maturity Assessment survey. They provided insights and ideas on the Joy at Work evaluation metrics as well as reviewed data and provided feedback on current wait times.

Quality Reports

Vanier strives to ensure quality data to support decision-making so that we are delivering the right services, at the right time and right place to best serve the clients in our community. In 2021-2022, Vanier utilized data to advocate with the Ministry and community for increased resources to address wait-times for services at Vanier or to identify client needs. With clear data on wait times and client service utilization, Vanier was able to successfully make a case for new funding resources. Moving forward, Vanier will continue to improve data quality and ensure data will be used in making decisions around opportunities for improvement and allocation of resources. Efforts are underway to work with staff to collect information on the services provided, and daily workload.

Quest - Centre of Excellence Quality Improvement Project

The Live-in Discharge Working Group was acknowledged by the Centre of Excellence for Child and Youth Mental Health Quest project as they used Vanier as an example case for their meeting with Headspace, a National Youth Mental Health Foundation providing early intervention mental health services to 12-25 years old across Australia. This work is tied to the larger Live-in Treatment Quality Improvement Project led by the Core Services Leadership Council and key learnings from the Vanier Live-in Discharge Working Group will be shared with the Access and Discharge Working Group and will help support a common pathway for discharge/transitions in the community.



Assuring Quality

Accreditation

Vanier was recently accredited by CCA. Vanier has focused on continuous quality improvement by reviewing lessons learned from the last accreditation cycle and planning out the upcoming work for the current accreditation cycle. The Strategy and Quality team is supporting the change management and transition from the current accreditation organization (Canadian Centre for Accreditation (CCA)) to the new accreditation organization (Commission on Accreditation of Rehabilitation Facilities (CARF)).

Ontario Perception of Care (OPOC) Tool

Vanier was one of 33 Lead Agencies across Ontario to participate in the OPOC blitz in 2021-2022. The OPOC is a quality improvement tool developed and psychometrically validated by the Centre for Addiction and Mental Health (CAMH) that is aimed at enabling service providers to identify opportunities for service quality improvement. The OPOC is designed to gather client perceptions about their care and provides agencies with anonymized and aggregate feedback data in such areas as:

- service access
- quality of care experience
- client-centeredness
- service environment, and
- safety



Results from this self-report tool were reviewed to identify areas of improvement and integrate any suggested improvement ideas into the Quality Improvement Plan.

Helping Other Parents Excel (HOPE) Program

In the summer of 2021, the HOPE Program researched best practices from other peer support models and organizations and received professional development training from the Centre for Innovation in Peer Support to help launch the monthly virtual parent support group. At times, the Covid-19 restrictions have proven especially difficult for HOPE clients. The HOPE Coordinator engages with clients individually and is offering multiple group sessions on different days and times to determine the best way to connect with clients and ensure they continue to feel supported.

Health Equity

In 2021-2022, Vanier staff participated in education and discussion webinars for National Truth and Reconciliation Day (formerly Orange Shirt Day) on September 30th and Missing and Murdered Indigenous Women & Girls MMIWG (also extending to boys and men) on October 4th. Vanier also participated in the Children's Mental Health Ontario (CMHO) Advancing Racial Equity Together survey and will be leveraging the learnings from this survey and the recommendations from the Communities Disproportionately Affected by Covid-19 project to build a plan for health equity at Vanier.

Our Staff

Vanier staff go above and beyond when it comes to celebrating! Graduations, special days, events, and holidays are always fun and leave lasting memories for the staff and the children using our services.



Staff Celebrating Years of Service Awards

Martha Neeb	40 Years	Sandy Northup	20 Years
Diana MacKay	35 Years	Diana Serezo	20 Years
Janet Ackland	30 Years	Matthew Rutherford	10 Years
Stephen Holden	30 Years	Alex Turgeon	10 Years
Dina Sakellis	30 Years	Nikki Gardin	10 Years
Deena Cairns	20 Years	Jelisa Clarke	10 Years



2021 - 2022 Board of Directors

Vanier Children's Mental Wellness is governed by a volunteer Board of Directors who donate their time to support our agency.

Executive Members

Sally Zandri	Chair
Meredith McEwan	Co Vice-Chair
Tara Sanders	Co Vice-Chair
Jesse Francis	Treasurer
Paul Levac	Secretary

Directors

Brendan Clouthier
Zoe Ritchie
Chelsea Johnson
Krista Vogt
Brian Sim-Little



We would like to take this opportunity to thank the board members who have moved on in 2021.

Jean-Marc Boisvenue
Graham Leitch
Thomas McKinlay
Chris Magowan





vanier

Children's Mental Wellness

CARING. SUPPORTING. TRANSFORMING LIVES.

To learn more about Vanier Children's Mental Wellness, please contact us. 519-433-3101

www.vanier.com

Vanier is accredited by the Canadian Centre for Accreditation.

Centre canadien de l'agrément
L'excellence en matière de services communautaires



Canadian Centre for Accreditation
Excellence in community services

Ontario

MINISTRY OF HEALTH

The Edith & Donald Strupat Foundation



United Way
Elgin Middlesex



Ministry of
Children, Community &
Social Services



The May
Court Club
of London