

# OARTY

2016 / 2017  
ANNUAL REPORT



*"Focused on improving standards, accountability and outcomes for children, youth and young adults in care."*



## OUR BOARD OF DIRECTORS

### Our Board of Directors

President – Bob Connor, Connor Homes – Treatment Foster Care  
 1st Vice President – Randy Klassen, Mutual Support Systems  
 2nd Vice President – Jeff Waplak, Quinte Children's Homes  
 Secretary & Treasurer – Jenn Dymont, Jen's Place  
 Past President – Mark Williams, Hawk Residential Care & Treatment Homes/  
 Hollyhawk Treatment Foster Care Services

Sean Connor, Connor Homes – Residential Treatment Homes  
 David Corkery, Stepping Stones Foster Care  
 Rick Duvall, Bayfield Treatment Centres  
 Doug Gould, Mon Ami Children's Services  
 Roy Graham, Spectrum Foster Care Services Inc.  
 Leo Hopkins, Eagle's Nest: A Place to Soar Inc.  
 Christine Rondeau, Partners in Parenting  
 Donna Teather, Care Family & Children Services

### Committee Chairs

Finance & Audit: Jenn Dymont, Jen's Place  
 HR & Compensation: Jenn Dymont, Jen's Place  
 Nominating & Governance: Mark Williams, Hawk Residential Care &  
 Treatment Homes/Hollyhawk Treatment Foster Care Services  
 Conference: Doug Gould, Mon Ami Children's Services  
 Government & Stakeholder Affairs: Bob Connor, Connor Homes – Treatment  
 Foster Homes  
 Information Technology: Mark Williams, Hawk Residential Care & Treatment  
 Homes/Hollyhawk Treatment Foster Care Services  
 Insurance/Risk Management: Vacant  
 Member Services: Sean Connor, Connor Homes – Residential Treatment  
 Homes  
 Research: Larry Sanders, Bayfield Treatment Centre

### Regional Representatives

Central/ Toronto: Vacant  
 West: Roy Graham & Leo Hopkins  
 East: Christine Rondeau  
 North: Vacant

### Staff & Consultants

Executive Director: Rebecca Harris, M.A., CAE  
 Membership and Events Manager: Erin Vanderstelt, CAE  
 Research Consultant: Robert Fulton, PRO.Files

## 2016-17 MEMBERS

A Circle of Support  
 Avalon  
 Bairns Wee Croft  
 Bayfield Treatment Centres\*  
 Beacon Home Inc.  
 Betamarsh Incorporated  
 Blooming Acres  
 Camey Group Home Inc.  
 CARE Family & Children Services  
 CARF Canada - Associate Member  
 Carpe Diem Foster Homes  
 Catulpa Community Support Services –  
 Associate Member  
 Chamomile Adult Services  
 Christian Horizons - Central District\*  
 Connor Homes – Residential Treatment Homes  
 Connor Homes – Treatment Foster Care\*  
 Country Haven Acres  
 David Costiniuk, Pharmacist – Associate Member  
 DLC Residential Services  
 Eagle's Nest: A Place to Soar Inc.\*  
 Enterphase Child & Family Services\*  
 Genesis Residential Treatment Program INC.  
 Grand River Children and Youth Services

Hawk Residential Care and Treatment Homes/  
 Hollyhawk Treatment Foster Care Services\*  
 Holloway House  
 Jen's Place  
 Johnson Children Services/Johnson Adult Foster  
 Care  
 Kennedy House Youth Services  
 Kids First Inc.  
 Little House Residential Care Services Inc.  
 Mon Ami Children's Services  
 Morningstar Family Ministries of Canada Inc.  
 Mutual Support Systems  
 Nairn Family Homes  
 Oakdale Child and Family Service  
 Partners in Parenting  
 Phippen House  
 Pioneer Youth Services - K/W  
 Quinte Children's Homes\*  
 Raoul Wallenberg Centre  
 Regesh Family & Child Services  
 Ridgeview Children's Home Inc.  
 Satori Homes Incorporated  
 Shifra Homes - Associate Member  
 Silver Lining Residential Services

Spectrum Foster Care Services Inc.  
 Stepping Stones Foster Care  
 Stewart Homes\*  
 Storey Homes  
 Susie's Place Ltd.  
 Terrace Youth Residential Services Inc.  
 Trillium Residential Services Inc.  
 Unison Treatment Homes for Youth  
 Venture Academy\*

### New Members Joining Us for 2017-18

Eagle Circles the Nest Inc.  
 OACYC (Ontario Association of Child & Youth  
 Care) – Associate Member

\* = Agency with one or more accredited programs



## PRESIDENT'S REPORT

It has been a great honour to serve the membership as the President of OARTY over the past two years.

We continue to work with government to ensure that residential public policy, regulations and operational procedures meet the needs of the children, youth, and young adults in our care. Throughout all of our discussions with government, we continue to advocate for increased standards, transparency, and accountability to ensure the highest levels of care and treatment. We firmly believe that residential services can and should operate from a person-centered lens and we will continue to advocate for systems of care where the voice of the person served is not only heard but incorporated into the design of services.

This past year, we were pleased to see the Ministry of Children and Youth Services announce the Stay Home for School Policy. This policy allows youth to remain in their residential placement past the age of 17 in order to support them in completing high school. It is our belief that allowing for support and services to continue past the age of 17 will allow more youth the necessary time to complete high school and will lead to high rates of high school graduation for those in care. This initiative had full OARTY support and we were pleased to see it integrated into the Ontario Permanency Funding Policy Guidelines in 2016.

OARTY has also been working closely with the Ministry regarding the Provincial Advocate for Children and Youth's (PACY) new investigative powers, and in 2017 we began a project with MCYS to develop and build the capacity of residential service providers to follow a consistent, sector-wide approach to responding to PACY investigations. The project includes consultation sessions to ensure all providers have input into the final compliance manual and training sessions that will be offered as part of this project. We are pleased to work with the Ministry to offer this support and training to all residential service providers in Ontario.

Over the past year, we have been working closely with government and other stakeholders to improve policies, practices, procedures, standards, and outcomes in the residential services sector. We continue to advocate for a fair

and consistent rate review/rate set process, including fair wages for front line staff and the ability to address cost of living increases, to ensure that the residential services sector is sustainable and appropriately managed.

The Board of Directors met in the Fall to develop a strategic plan to move OARTY forward over the next couple of years. The 2017-2019 strategic plan focuses on strengthening OARTY's position as a centre of excellence for residential care and treatment in Ontario, and ensuring high standards and outcomes-informed treatment and care in our sector with an aim to better outcomes for the children, youth, and adults in care. I believe that we need to move from a membership-based model to a project-based model and the new Board of Directors will need to consider this change as we move forward to ensure that OARTY is appropriately placed to be a sustainable and innovative association.

One point of focus for us continues to be the urgent need to establish province-wide screening tools to ensure appropriate placements for those who come into care. We strongly believe that children and youth in care should be matched with the most appropriate placement upon entry into the system and should not experience multiple placement breakdowns. We need to ensure stability in placements for those in our care and we will continue to advocate for this.

The numerous meetings that we have undertaken, on behalf of our member agencies and those in our care, over the past year cannot all be addressed here in this report and I encourage members to read the Government and Stakeholder Affairs Committee Report that will be sent to you as a part of the Annual General Meeting package.

I would like to express my gratitude to our dedicated Board of Directors for their support over the past two years; and to our Committees, Volunteers, Consultants and Members, thank you for your dedication and support.

*Bob Connor, President*



## EXECUTIVE DIRECTOR'S REPORT

It has been another year of exciting change, as all stakeholders move forward together to improve the residential services sector.

We have been pleased to see positive movements forward as it pertains to improving outcomes for those in the residential care sector. We have worked with government to move our objectives forward and were pleased to see many of the points we have advocated for included in Bill 89 - Child, Youth and Family Services Act, including raising the age of protection and creating a child-centered system. We look forward to working with government as these changes move forward and expect that there will be lots of work on regulation and policy coming out of this legislation.

OARTY is also pleased to be represented on the MCYS Residential Services Reference Group which is working on a blueprint for changes to the sector based on the report of the Residential Services Review Panel. The blueprint is expected to be released in 2017 and we will work closely with government and our members on any new initiatives coming out of this plan.

OARTY is also continuing our work with MCSS to ensure that residential service providers are included as options for developmental services for young adults. We have focused on ensuring that young adults who are already in excellent placements within our sector can remain in their homes, if they and the service providers wish. We've also been discussing QAM (quality assurance measures) with the Ministry and how to ensure that all providers are meeting standards and striving for a process of continuous quality improvement.

Another area of concern is the continuing wait lists in the developmental services sector. We know that our sector has the capacity and necessary skills to address these waitlists and we will continue to work with government to ensure that those needing services are not languishing on waitlists. We foresee a more fluid

system, one that offers a choice to families and individuals as well as one that can offer the right support to the client at the right time.

We expect that the 2017-18 fiscal year will be a busy one for the residential services system as new legislation and policy moves forward, and we are looking forward to continuing to work with members and stakeholders to ensure a system that is transparent, accountable, and committed to continuous quality improvement.

Internally, we have again seen a decrease in membership numbers due to closures and the current financial pressures in the sector. We continue to advocate on behalf of our members and those in their care to ensure that we have an efficient and sustainable residential services sector.

I would like to take this opportunity to extend my sincere thanks to OARTY's Board of Directors for all their hard work over the past year - their leadership, passion, dedication and tireless efforts keep us focused on our strategic priorities and continually moving forward. I would also like to thank the Committee Chairpersons and Regional Representatives for their hard work and dedication, and the OARTY staff and consultants, all of whom ensure that OARTY continues to be a vital and effective organization.

Finally, I would like to express my thanks to you, our members, donors, and other stakeholders for your dedication and support. I look forward to continuing to work with you to ensure a progressive, accountable, sustainable, outcomes-driven system.

*Rebecca Harris, M.A., CAE*  
*Executive Director*



## OARTY 2017 - 2019 STRATEGIC PLAN

### Mission Statement

The Ontario Association of Residences Treating Youth, through its member agencies, promotes the provision of high quality residential (group & foster) care for vulnerable children, youth, young adults and their families.

### Strategic Plan

The two overarching objectives of the 2017-2019 strategic plan are: focusing on strengthening OARTY's position as a centre of excellence for residential care and treatment in Ontario, and ensuring high standards and outcomes-informed treatment and care in our sector with an aim to better outcomes for the children, youth, and adults in care.



## STRATEGIC PLAN PRIORITIES



### *Strategic Plan Pillar - Organizational Effectiveness*

**To ensure that OARTY is a vibrant and relevant association that is responsive to its membership.**

**Objective:**

1. To increase membership numbers, to ensure that we are fully representative of the range of residential services available in Ontario.
2. To increase external sponsors and other OARTY supporters, to further diversify revenue streams and ensure OARTY is able to successfully achieve its objectives.
3. To acquire new funding grants for OARTY, to enable projects (including research) to move forward in a strategic timeframe.



### *Strategic Plan Pillar - Standards & Outcomes Management*

**To ensure that OARTY members continue to be leaders in the provision of high quality residential care and treatment.**

**Objective:**

1. To work with our partners to develop the curriculum for a CYW and CYW supervisor residential training course, which focuses on the necessary skills and techniques to provide high quality residential care and treatment.



### *Strategic Plan Pillar - Government Relations*

**To work with government to ensure that residential public policy, regulations and operational procedures meet the needs of the children, youth, and young adults in our care.**

**Objective:**

1. To advocate that all Residential Service Providers belong to a professional association to ensure a milieu of continuous quality improvement.
2. To ensure that OARTY's recommendations are included in the Blueprint for Residential Services, with an aim of improving services and outcomes for children and youth in care.
3. To build capacity for Residential Service Providers to respond effectively to investigations conducted by the Provincial Advocate for Children and Youth.
4. To continue to advocate for a fair and consistent rate review/rate set process, including fair wages for front line staff and the ability to address cost of living increases, to ensure that the residential services sector is sustainable and appropriately managed.
5. To work with government to address the developmental services waitlist.
6. To work with government to address revisions to policy, regulations, and operational procedures coming out of new legislation.



### *Strategic Plan Pillar - Research*

**To utilize OARTY research initiatives to authenticate and quantify the value provided by OARTY members; including tracking outcomes data and reporting on the success of those in our care and outlining areas for improvement.**

**Objective:**

1. To obtain external funding for OARTY research projects which focus on specific outcomes and measures with an eye to developing best/next practices

### *Our Members*

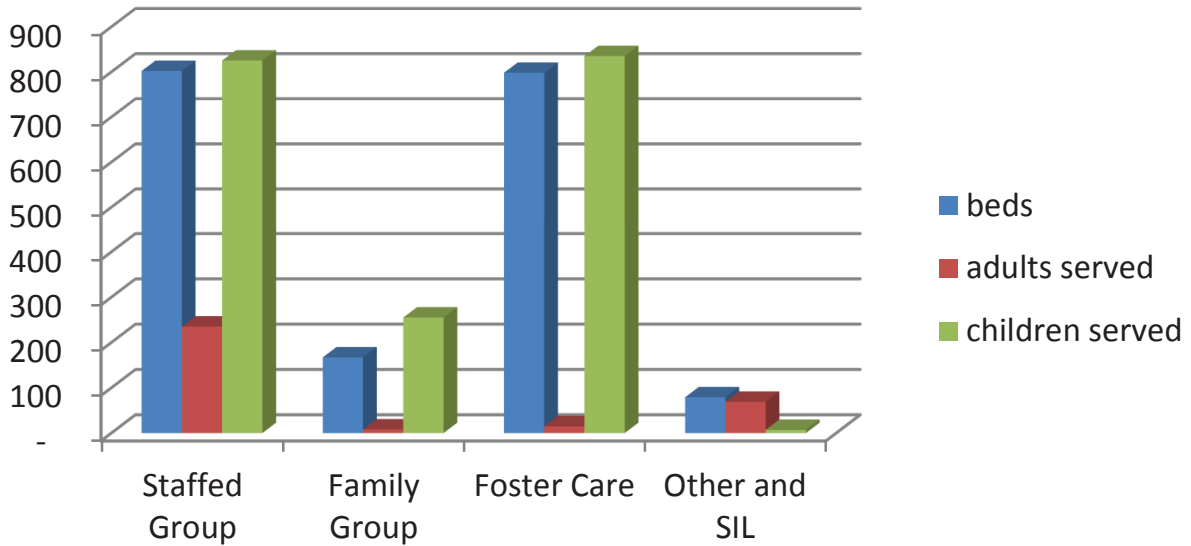
OARTY members provide homes, support, and treatment to thousands each year. Our members support and care for individuals needing temporary, short term, or long term residential care; including those suffering the aftermath of abuse and neglect, requiring 24/7 care due to medical needs, and those with developmental challenges. OARTY members provide vital support, a place to call home and faces that become family.

The services provided by OARTY members include:

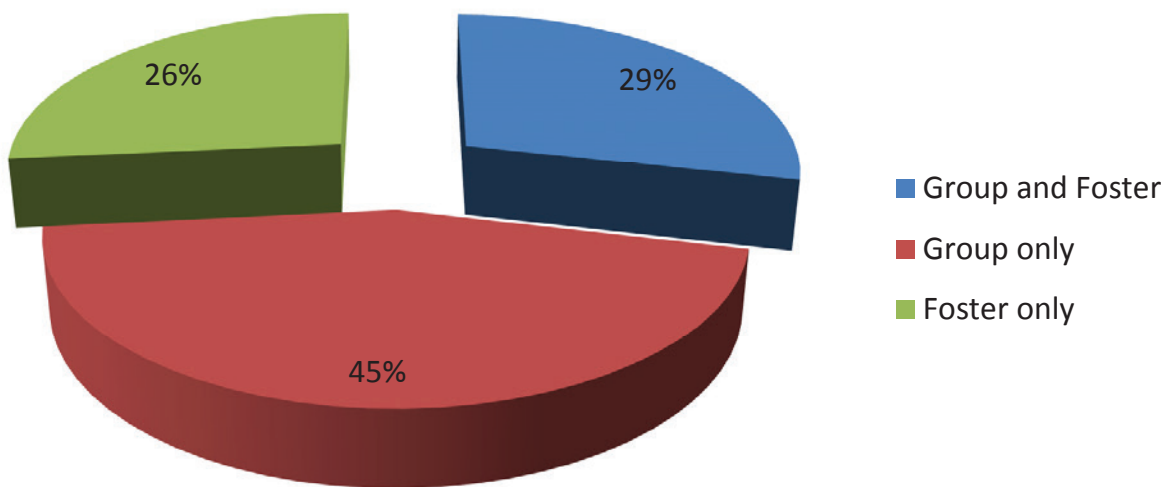
- Residential treatment centres
- Community group homes – parent model, staff model, treatment homes
- Foster Care and Treatment foster care
- Transitional aged youth programs
- Specialized programs
- Day treatment, tutors, mentors, life skills training and supervised independence apartments and section 23 classrooms

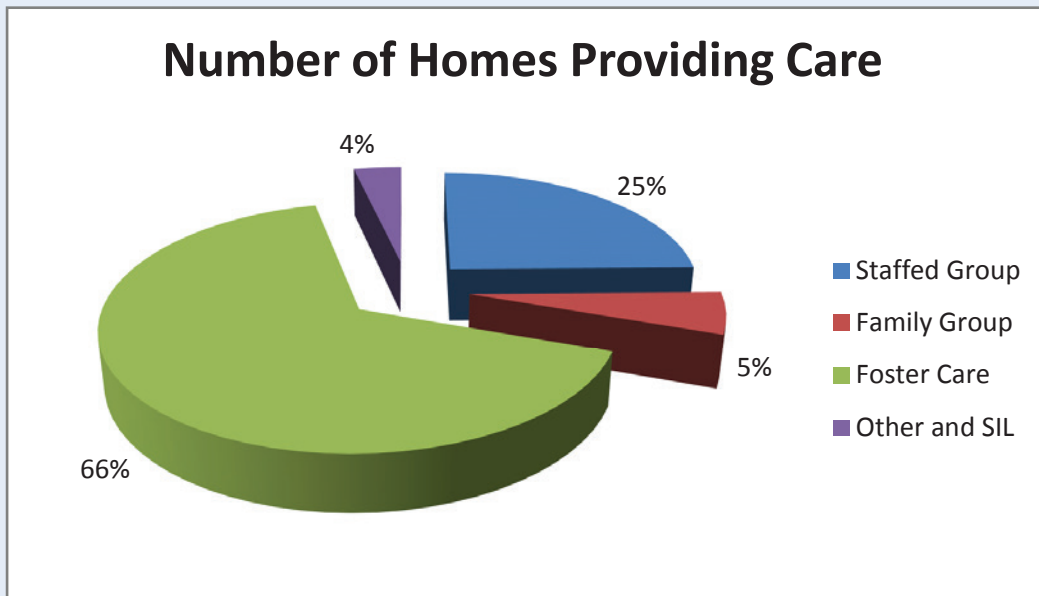
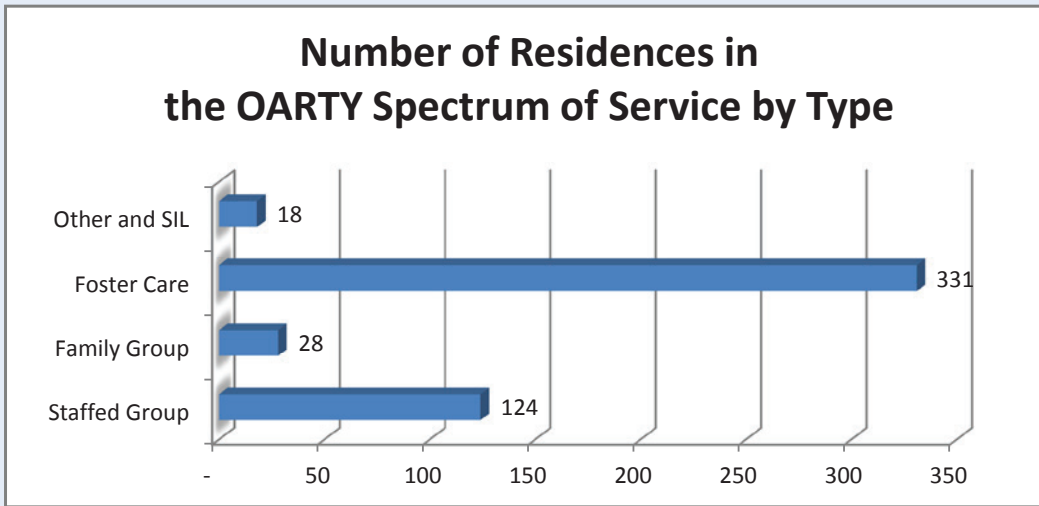


### Range of Services Provided



### OARTY Agencies by Program Speciality





## Our Members

Statistics 2016	Group Care		Foster Care	Supported Independent Living	Other Care	Grand Total
	Staffed Group	Family Group				
days of care	242,315	45,873	208,374	25,057	42,358	563,977
number of beds	802	167	798	79	0	1,846
number of homes	124	28	331	18	0	501
number of programs	124	28	32	18	23	152
average per diem	\$291.12	\$222.81	\$150.24	\$318.93	\$75.20	
average occupancy	84%	74%	71%	76%	58%	
number of foster families		28	331			359
adults served	235	8	15	69	144	471
children served	825	255	835	7	293	2,215

Note: the other category includes day treatment and a private school

## OARTY makes a difference by... Getting kids supports sooner

Through IRIS (Integrated Residential Information System), the services our members provide can be matched up with those who need it most, assisting placing agencies in finding the best possible care for an individual's needs in an efficient and timely manner.

## Working for higher standards and a better system

OARTY is working with government and community partners for higher standards of care, and endorses and supports third-party accreditation (certified, recognized world-wide standards for residential care).

## Conducting valuable research

OARTY conducts research to ensure timely and relevant information on our sector is available. The reports from this research provide a detailed profile of the children, youth, and young adults placed in the care of OARTY's agencies. OARTY members are encouraged to utilize the results of the research to determine best practices and to benchmark their outcomes.

## Knowledge sharing for improved outcomes

OARTY hosts a highly respected annual conference and regular educational events; the OARTY website is home to a wealth of information for both members and the public; and OARTY keeps its members aware of trends and issues impacting the sector through regular communications.



## Our Research

OARTY has implemented a system of outcome measurement using evidence based instruments. We maintain a data repository of anonymized clinical information on the clients served by member agencies. The repository contains clinical profiles on 4,616 unique clients from 98 agencies. A total of 1,361 new clients were added in 2015 for our sixth research report in the Partners in Care (PIC) series of reports.

OARTY members have been administering risk screening instruments and outcome measures of their clients since 1996. Agencies have shared clinical profile data and test results with OARTY since then. There are forty-nine distinct instruments in the OARTY basket of outcome measures. Some of the instruments serve two or three different constructs, such as positives, functioning and risk or different client groups, such as infants and adolescents. Different combinations of the measures are currently used by the member agencies. Outcome evaluation is occurring primarily at the agency level. At the association level, OARTY gathers anonymized data from its members and summarizes the results.

OARTY can account for the impact of our services on the children served and we can do this at a high level. We firmly believe in the importance of measuring and monitoring outcomes to lead to a system of continuous quality improvement.





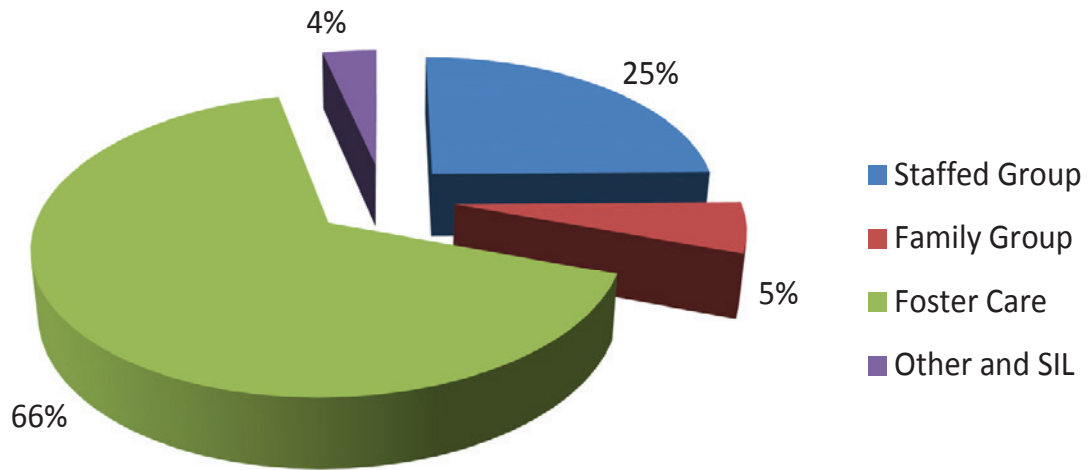
## A Clinical Profile of the Youth in Our Care

The children, youth, and young adults in the care of OARTY member agencies come from all walks of life and are coping with a wide range of personal challenges. The specific details are as follows:

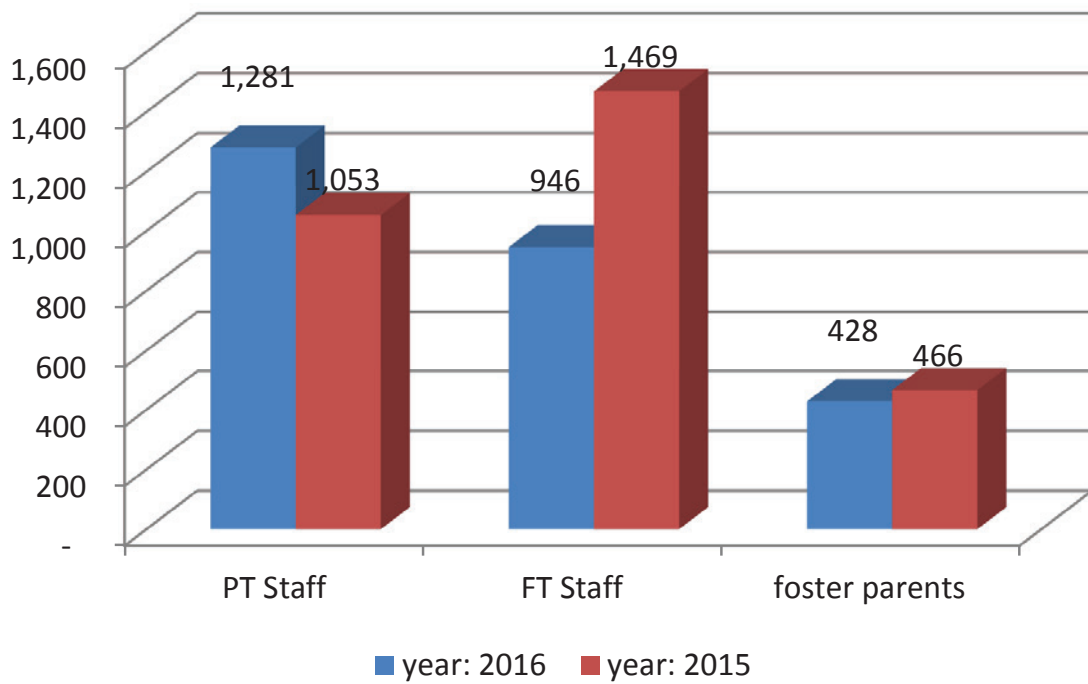
- 15% of all our clients have no speech
- 56% of our clients had been either physically or sexually abused and 20% have experienced both physical and sexual abuse (these stats are based on confirmed abuse history)
- 52% of our clients lived most of their lives in conditions of poverty and deprivation
- 63% of our clients have a diagnosed intellectual deficit from borderline to severe, with 27% of all clients diagnosed in the moderate to severe range of intellectual deficit
- 92% of our clients with intellectual disability have other serious medical, behavioural and/or psychiatric disorders, which are the primary targets of their treatment
- 58% of our clients have a confirmed psychiatric diagnosis and 2/3rds of clients with a psychiatric disorder have two or more co-morbid disorders
- 14% of our clients are adults, the vast majority of whom had complex developmental disorders, such as autism, medically fragile, quadriplegia, etc.
- 83% of children placed in OARTY had been placed in other settings prior to an OARTY member agency
- 4% of OARTY clients have a member of their immediate family who have committed suicide, usually a mother or father.
- 55% of all clients served by OARTY member agencies have complex lifetime developmental needs and disorders.



## Number of Homes Providing Care

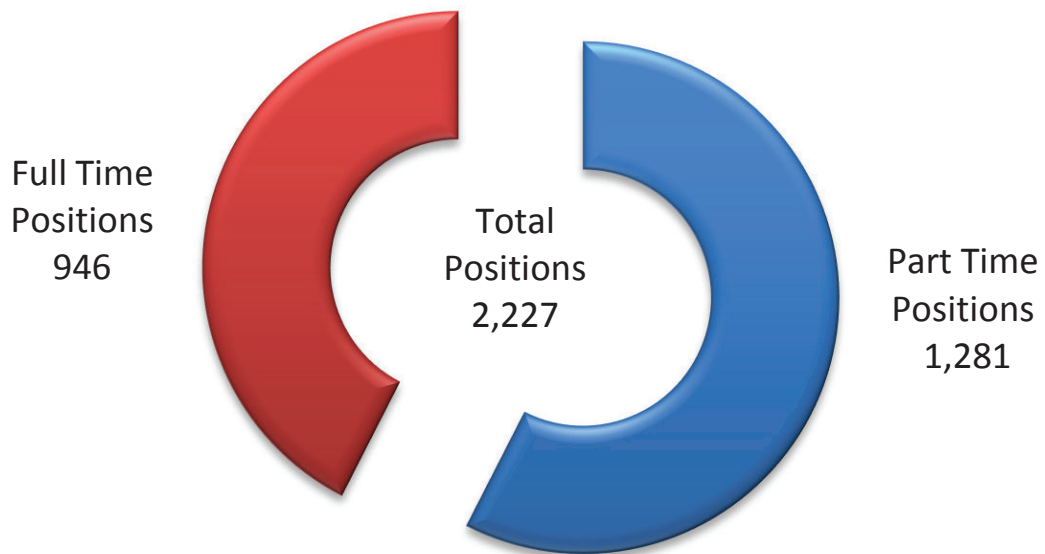


## Staff and Foster Parents





## Staff Positions



## Donors & Sponsors - Thank You!

### Major Benefactors \$5,000 +

Ecclesiastical  
Nicol Insurance Inc.

### Benefactors \$2,500 - \$4,999

Bayfield Treatment Centres

### Contributors \$1,250 - \$2,499

Benefits Coordinators BCI Inc.  
CARF Canada  
Enterphase Child & Family Services  
Genesis Residential Treatment Inc.  
Industrial Alliance

### Patrons \$750 - \$1,249

A Circle of Support  
Kennedy House Youth Services  
Novex Insurance

### Supporters \$200 - \$749

Ariss Place Residential Care & Treatment  
Crate Designs  
Mutual Support Systems  
Oakdale Child and Family Service  
Stepping Stones Foster Care

### Friends \$100 - \$199

Sean Connor  
Donna Teather

### 2016-17 Silent Auction In-Kind Donors - Thank You!

A Circle of Support  
Anonymous  
CARE Family & Children Services  
CarePact  
CARF Canada  
Christian Horizons – Central District  
Connor Homes – Treatment Foster Care  
DLA Piper  
Eagle's Nest: A Place to Soar Inc.  
Ecclesiastical Insurance  
Enterphase Child & Family Services  
Grand River Children and Youth Services  
Kennedy House Youth Services  
MedProDirect  
Nicol Insurance  
SafeGuards Training for Children and  
Adult Services  
VIA Rail



**Ontario Association of  
Residences Treating Youth**

*Centre of Excellence for Residential Care in Ontario*

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**Charitable Registration: 88952 8394 RR0001**