

OARTY 2015 / 2016 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
 Rob Schoemaker, Enterphase Child & Family Services
 Donna Teather, Care Family & Children Services

Our Committee Chairs Standing Committees

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

Working Committees

Conference: Doug Gould, Mon Ami Children's Services
 Government & Stakeholder Affairs: Bob Connor, Connor Homes – Treatment
 Foster Care
 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 Centres

Our Regional Representatives

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

Our Staff & Consultants

Executive Director: Rebecca Harris, M.A., CAE
 Membership and Events Manager: Erin Vanderstelt, CAE
 Government Relations Consultant: Kim Donaldson (until December 2015), Rick
 Johnson (December 2015 on), The Capital Hill Group
 Research Consultant: Robert Fulton, PRO.Files

2015-16 MEMBERS

A Circle of Support
 Ariss Place Residential Care & Treatment
 Avalon
 Bairns Wee Croft
 Bayfield Treatment Centres*
 Beacon Home Inc.
 Betamarsh Incorporated
 Blooming Acres
 Blue sky – Member at Large
 Bob Rumball Associations for the Deaf
 CARE Family & Children Services
 CARF Canada - Associate Member
 Carpe Diem Foster Homes
 Chamomile Adult Services
 Christian Horizons - Central District*
 Connor Homes – Treatment Foster Homes*
 Country Haven Acres
 Dalhousie Group
 David Costiniuk, Pharmacist – Associate Member
 DLC Residential Services
 Eagle's Nest: A Place to Soar Inc.*
 Enterphase Child & Family Services*
 Fernie Youth Services
 Genesis Residential Treatment Program INC.

Grand River Children and Youth Services
 Hawk Residential Care and Treatment Homes/
 Hollyhawk Treatment Foster Care Services*
 HILL Program
 Holloway House
 Humphrey's Family Tree
 Jen's Place
 Johnson Children Services/Johnson Adult Foster
 Care
 Kennedy House Youth Services
 Key Assets Canada Ltd.
 Kids First Inc.
 Life Bridges 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*
 Real People Foster and Family Service

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*
 Youth Connections

New Members Joining Us for 2016-17

Catulpa Community Support Services –
 Associate Member
 Connor Homes – Residential Treatment Homes

* = 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 year and I am looking forward to continuing to work with our members, stakeholders, and those in our care to push our sector towards ever greater improvements over the final year of my term as President.

OARTY continues to advocate on behalf the children, youth and young adults in our care and we have been pleased to see positive movements forward. There is still much to be done and at the time of writing this report, we are looking forward to fundamental change coming out of the Ministry of Children and Youth Residential Services Review. Over the past year, we have been able to effectively and efficiently deal with policy issues as they arise and 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 work with government to promote positive change and have been involved in many discussions over the past couple of years regarding the changing landscape of child welfare, the mental health sector, and developmental services. Throughout all of these discussions, we continue to advocate for increased standards, transparency, and accountability to ensure the highest levels of care and treatment. We firmly believe that residential service 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, where the person being served is offered choice and is guaranteed high quality, accountable care and treatment.

One point of focus for us continues to be the urgent need to establish province-wide screening tools to ensure correct placements based on assessments for those children and youth who come into the care of a Children's Aid Society. Our research clearly shows that this is not happening, as the children and youth in OARTY's care have an average of 5 prior placements (with an upper limit of 52 individual placements) before finally being placed with an OARTY member agency where they are receiving the care and treatment needed to improve and achieve their potential. We are continuing to track trends in placement breakdowns as we are concerned that the current fiscal constraints and the trend to make placement decisions based on ideology versus evidence based assessments will mean that these numbers will only continue to increase.

We have been watching closely as the mental health system transformation continues to roll out, and have continued to recommend that outside placement resources (OPRs) be explicitly named as subcontractors in the mental health transformation to ensure that those needing our services are not lost in any potential confusion around the interpretation of who can provide services. We have also been advocating for better access to service for those needing access to mental health services as we know the capacity exists to serve those currently on waitlists, if the funding streams and policies were developed to access those services in our sector. This continues to be a cause of concern for us and we will continue to work with our partners to find solutions.

We continue to meet with the Ministry of Community and Social Services (MCSS) to discuss the gaps in service and the wait lists currently being seen in the developmental services sector. We continue to hear stories of young adults being moved from successful long-term placements in our sector, even though there is a wait list for adult services, and this is an issue we are working to address. Ideally there would be a more fluid system, one that could offer a choice to families and individuals as well as one that can offer the right support to the client at the right time.

We have also been working with parents of children with complex special needs to ensure that their children have access to appropriate placements. This is an area that we will continue to focus on over the coming months.

We will continue to monitor and report to government on the issues impacting our sector and we remain hopeful for fundamental change. The numerous meetings that we have undertaken 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 and to continue to read our members' only OARTY Talks newsletter as it is an important source of information.

With the support of many dedicated volunteers and an engaged board, OARTY is well prepared and represented as we move into another busy year. To the Board, Committees, Volunteers, Consultants and Members, thank you for your dedication and support.

Bob Connor, President



EXECUTIVE DIRECTOR'S REPORT

We continue to find ourselves in a sea of constant and rapid change, and it continues to be our goal to work with government and other external stakeholders to ensure that changes are implemented in a thoughtful and sustainable manner; and to support and advocate on behalf of the thousands of children, youth, and young adults in our care to ensure that they continue to have access to the treatment and care that they need. We expect that the 2016-17 fiscal year will be one of fundamental change for the residential services system and we are looking forward to continuing to work with members and stakeholders to move towards an improved system that is transparent, accountable, and committed to continuous quality improvement.

We continue to have some concerns with the way the focus on family based care has been implemented, as the shift in placement philosophy does not seem to be supported by assessments and backed up by a clear treatment plan. We have seen a significant shift away from group and foster care and our concern is that placements seem to be happening based on ideology versus clear assessments and placements based on treatment needs. Our end goal for all children in care should be family based care but we should be ensuring that we as a system are providing them with the appropriate care, support and tools to make this work. Providing the necessary care and treatment upfront will ensure that all individuals access the care and treatment that they are entitled to receive.

OARTY's clear messages regarding systemic funding inequities, the lack of consistency in policy and practice throughout the province, and our recommended policy changes to the child welfare system have been well heard and we will continue to advocate for much needed changes. We are confident that our work this year will lead to lasting changes in the sector and will bring some much needed consistency in policy and practice throughout the province.

Internally, we have continued to build upon our member services and benefits

over the past several years. However we have seen a decrease in membership numbers due to closures and the current financial pressures in the sector. We will 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.

In 2015, the OARTY Board of Directors developed OARTY membership standards to ensure/validate that OARTY member agencies are meeting the highest standards in the sector and are committed to a continuous quality improvement process. These membership standards were implemented this year and all member agencies, as part of their membership renewal process, are now providing proof of compliance with the standards. OARTY's membership standards illustrate the high level of commitment that OARTY member agencies have to continuing to improve the residential services sector and show a dedication to continuous quality improvement, accountability, and transparency. We are very proud of the high standards that our member agencies are achieving.

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



OARTY 2012 - 2015 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 overarching objective of the strategic plan was to strengthen OARTY's position as a centre of excellence for residential care and treatment in Ontario, and to ensure high standards and outcomes-informed treatment and care in our sector. The plan aimed to assist members in continuing to offer high quality residential care and treatment, to build upon a continuous improvement process, and to continue to advocate on the behalf of those in our care to ensure that they are receiving the best possible treatment and outcomes. The three year strategic plan consisted of five goal areas, each with specific outcomes and key objectives; an update on the progress is detailed below. The Board of Directors will be developing a new three year strategic plan in the Fall of this year.



Strategic Plan Pillar – Policy & Procedure

Objective: 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 and that OARTY members are included as fundamental partners.

Results:

- Continued to promote OARTY's position on key issues based on OARTY's 6-Point Plan, Partners in Care (PIC) Research data, and membership input.
- Met with MCYS, MCSS, the Treasury Secretariat, the Premier's Office, and other relevant Ministries and governmental bodies to discuss OARTY's policy positions and to offer advice and input into areas of improvement within the residential services sector.
- Worked with MCYS to review current rate set and rate review procedures for residential service providers.
- Continued to advocate for wage parity for front line child welfare workers and for cost of living adjustments to be taken into consideration in rate setting including for wages.

Strategic Plan Pillar – Cross-Sectoral Partnerships

Objective: To continue to partner with other like-minded associations, providers, and individuals in the sector to partner on improvements for those in our care and to increase the visibility of both OARTY and its members.

Results:

- Continued to expand upon OARTY's public presence through stakeholder engagement and communication tools.
- Continued to publish relevant research, data, and news.
- Met with OACAS on a number of initiatives and continued to share information and data on items of interest to both associations.
- Met with CMHO and participated in their stakeholder consultations.
- Met with OACAS, FPSO, and LOFF to discuss the upcoming release of the MCYS Residential Service Review Panel Report, to share information, and to address issues of concern.
- Participated on the Crossover Youth Project.
- Met with the OPACY on several initiatives, including but not limited to the Our Voice, Our Turn Project; We Have Something to Say Project; a review of Serious Occurrence Reports; and PACY's new investigative powers.

Strategic Plan Pillar - Standards & Outcomes Management

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

Results:

- Continued to promote third-party independent accreditation and the use of outcomes management systems to members, government, and stakeholders.
- Collaborated with stakeholders to identify and promote best practices and related tools.
- Added additional instruments to the OARTY Partners in Care assessments and provided members with access to an electronic outcomes measurement tool.
- Developed and implemented OARTY membership standards to ensure that OARTY member agencies are meeting the highest standards in the sector and are committed to a continuous quality improvement process.

Strategic Plan Pillar - Organizational Effectiveness

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

Results:

- Expanded the Board Orientation/governance training offered to Board Directors on an annual basis.
- Conducted a member value survey in 2013 and 2015.
- Continued to expand member benefits and services.
- Continued with an annual audit to ensure sound fiscal management and financial practices.

Strategic Plan Pillar – Research – Data Collection & Outcomes Measurement

Objective: To utilize OARTY research initiatives to authenticate, quantify and promote 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.

Results:

- Continue to collect, analyze and publish OARTY's Partners in Care (PIC) research data.
- Expanded the number of assessment measures utilized in OARTY's research.
- Supported members to provide a high standard of assessment and outcome measurement, which is the foundation of providing the best practice in treatment by ensuring clinical staff and foster parents are informed about the children they treat. The treatments are as diverse as the clients served, but in general all agencies approach the care and treatment of children from a model of attachment.

Our Members

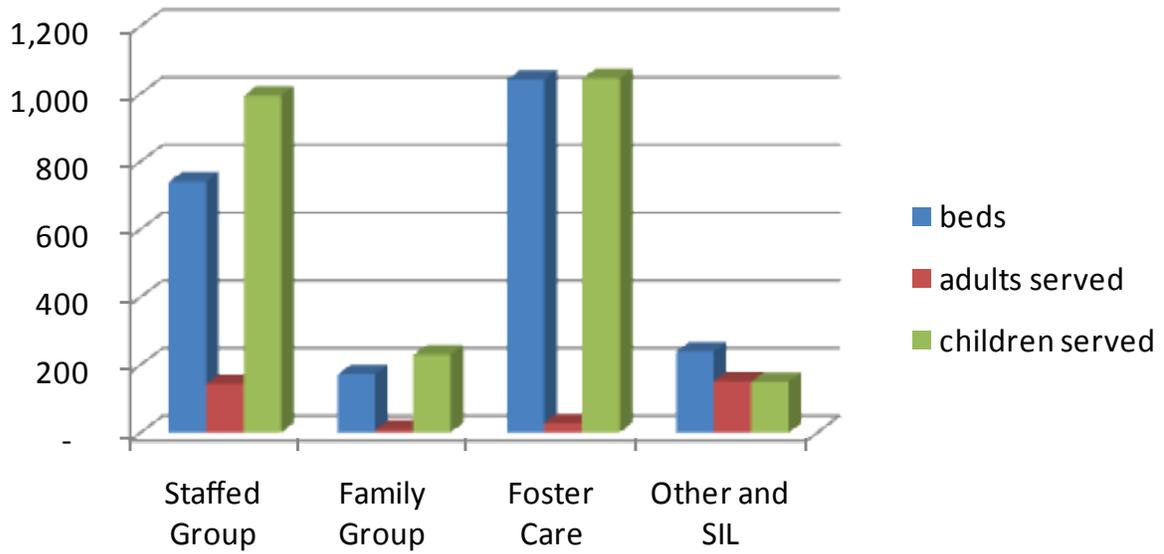
OARTY members provide homes, help and hope to thousands each year. Our members support and care for individuals needing temporary, short term, or long term residential care; including those suffering the aftermath of abuse and neglect, requiring 24/7 care due to medical needs, and those with developmental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

The services provided by OARTY members include:

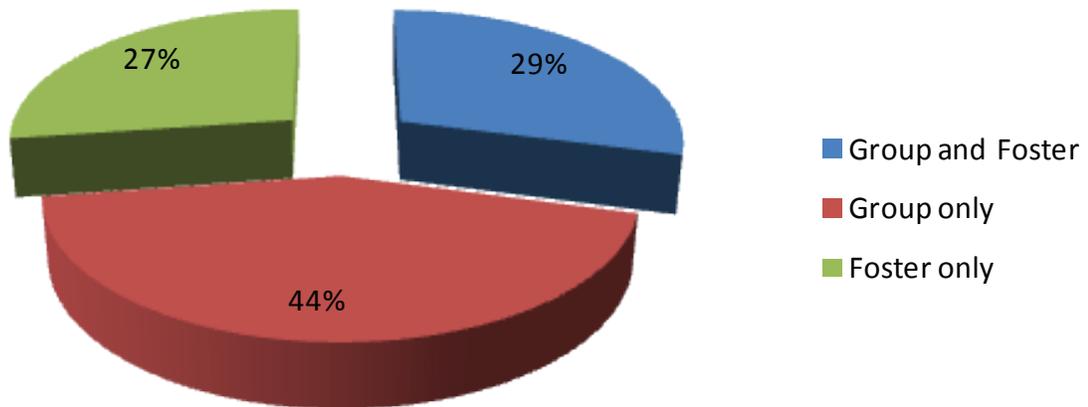
- Residential treatment centres
- Community group homes
- Treatment foster care
- Day treatment, tutors, mentors, life skills training and supervised independence apartments and section 23 classrooms

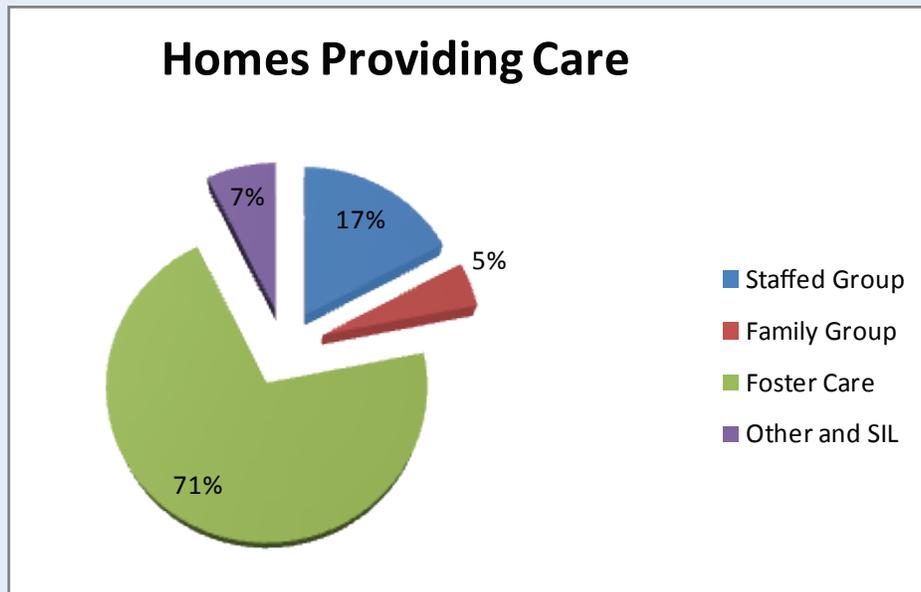
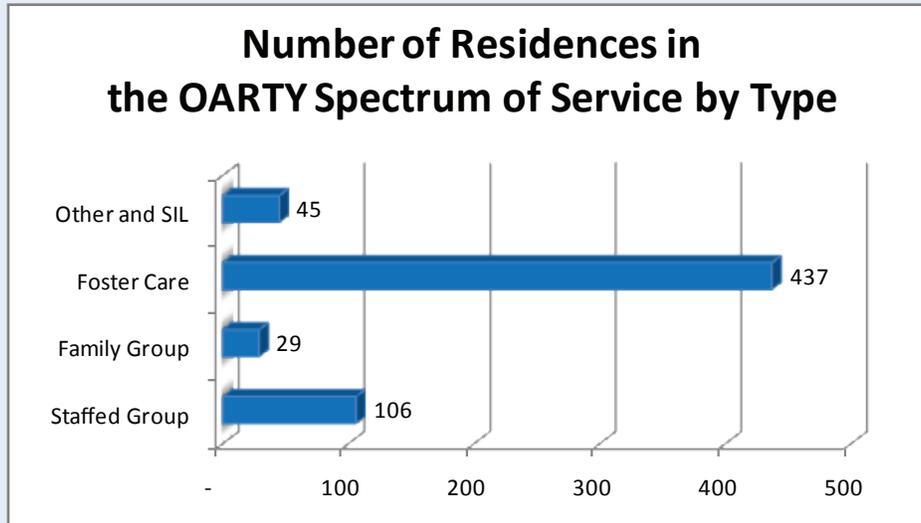


Range of Services Provided



OARTY Agencies by Program Speciality





Our Members

Statistics 2015	Group Care		Foster Care	Supported Independent Living	Other Care	Grand Total
	Staffed Group	Family Group				
days of care	228,527	46,447	254,643	8,118	61,121	598,856
number of beds	741	173	1,043	25	215	2,197
number of homes	106	29	437	5	40	617
number of programs	106	29	50	5	5	195
average per diem	\$269.12	\$227.76	\$169.47	\$316.74	\$436.14	
average occupancy	84%	73%	87%	93%	86%	
number of foster families	-	29	437	0	0	466
adults served	144	9	29	15	138	335
children served	996	230	1,046	4	117	2,393

Note: the other category includes a custody program and unique programs for individuals

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 Children's Aid Societies and other organizations that manage the welfare of Ontario's most vulnerable populations in finding the best possible care for the 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 and are shared with government to ensure that they are aware of the issues facing this vulnerable sector. 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 has been supporting a longitudinal outcome study of children and youth receiving services since 1993. This study began with five agencies initially and has since expanded.



A Clinical Profile of the Children 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.

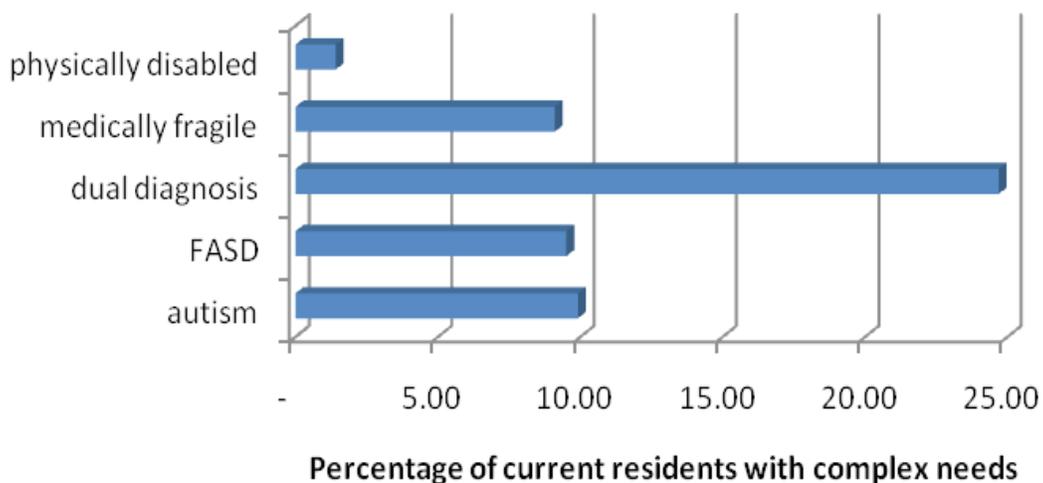
Positive Treatment Effects

- ... the data shows a strong to very strong positive treatment effect. The majority of children who started the study within the at risk zone crossed over to the range of scores indicative of a normal child. - Partners in Care (PIC) 6
- OARTY agencies produced large positive improvements on the symptoms of ADHD at every occasion the child was tested. - Partners in Care (PIC) 5
- The results of the FAB-C and the SA-45 indicate that OARTY agencies are able to eliminate a substantial portion of those at risk of serious emotional and behavioural problems within a 3 year period. - Partners in Care (PIC) 5
- The results on the CGAS indicate that the OARTY agencies are able to improve the child's ability to function in school, community and at home to a clinically significant degree. The only reservation is that complete success for the whole cohort of children at risk on this measure requires that the child spend sufficient time in treatment. - Partners in Care (PIC) 5
- The results on the LOA indicate that the OARTY agencies are able to improve the child's independence in daily living skills to a clinically significant degree. - Partners in Care (PIC) 5

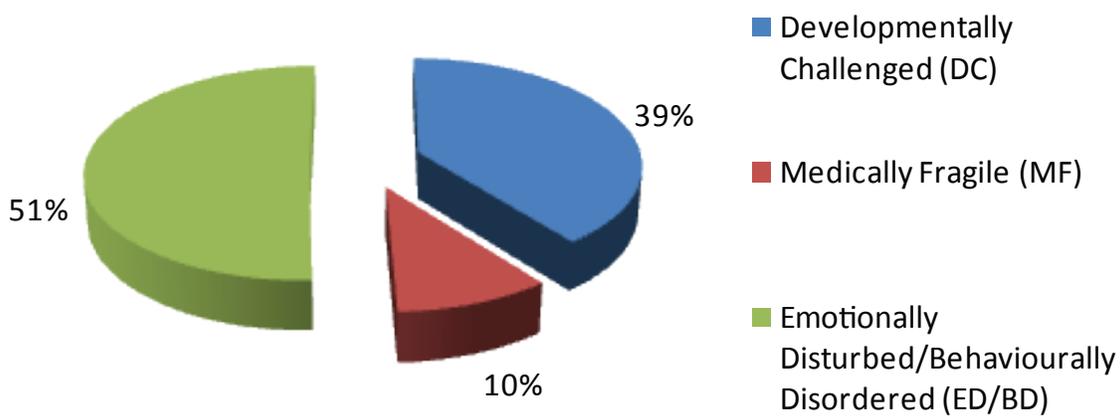
OARTY can account for the impact of our services on the children served and we can do this at a high level. We firmly believe in the importance of measuring and monitoring outcomes to lead to a system of continuous quality improvement.

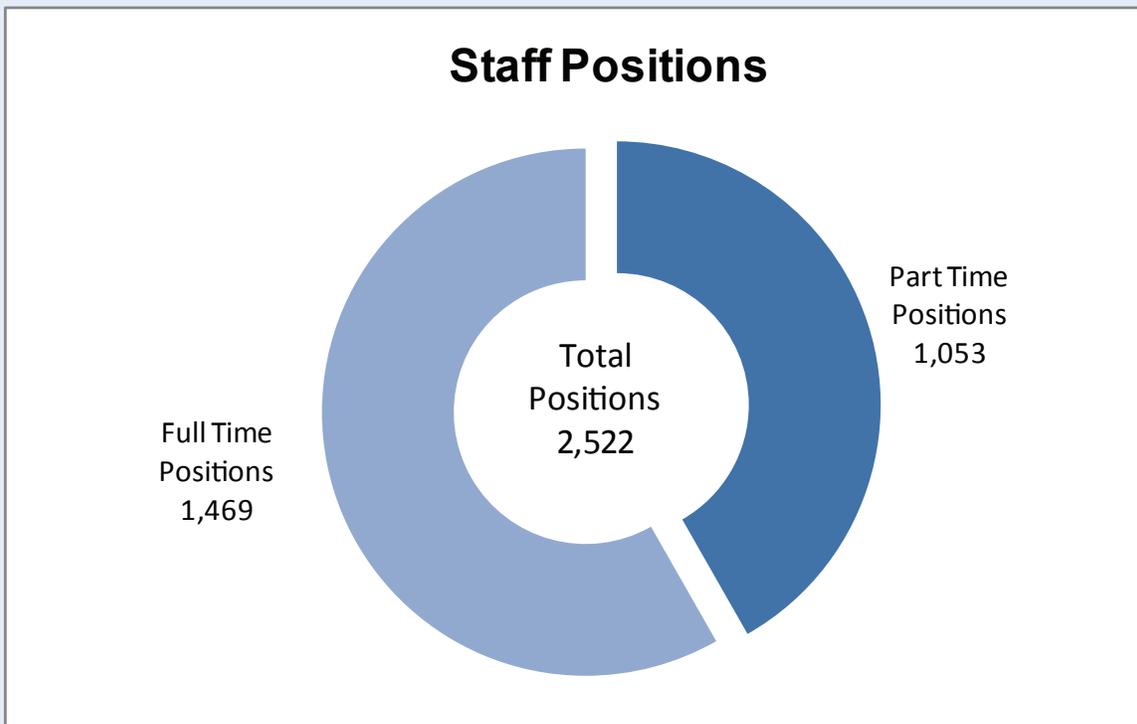
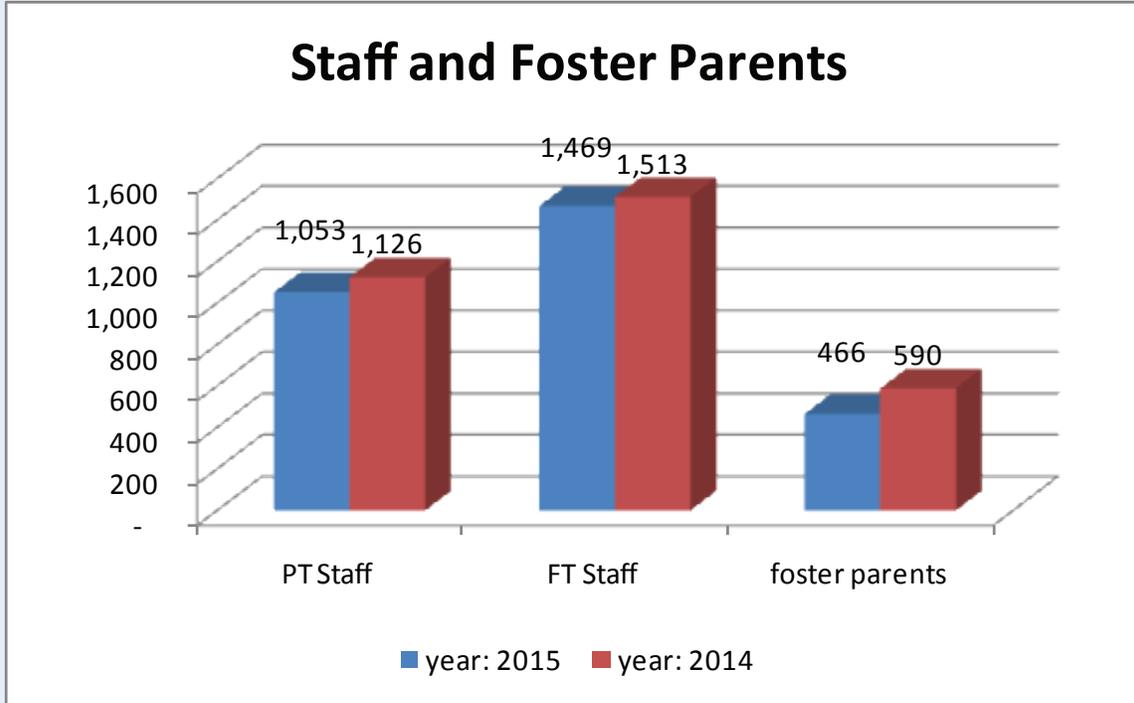


Clients with Complex Lifetime Developmental Disorders



Target Group: Residential Programs





Donors & Sponsors - Thank You!

Major Benefactors \$5,000 +

Eagle's Nest: A Place to Soar Inc.
Ecclesiastical
Nicol Insurance Inc.

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

Bayfield Treatment Centres
DLC Residential Services

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

Benefits Coordinators BCI Inc.
E-Cats
Industrial Alliance

Patrons \$750 - \$1,249

CARF Canada
Genesis Residential Treatment Program INC.
Holloway House
Novex Insurance Company
Romana Pharmacy
Quinte Children's Homes

Supporters \$250 - \$749

Ariss Place Residential Care & Treatment
Kinnear & Associates
Mutual Support Systems
Oakdale Child and Family Service
SmartMeds Pharmacy
Stepping Stones Foster Care

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Grand River Children and Youth Services
Hilton Mississauga/Meadowvale
Johnson & Johnson
Kennedy House Youth Services
Mutual Support Systems
Native Treatment Program, Connor Homes
Nicol Insurance
SafeGuards Training for Children and Adult Services
SmartMeds Pharmacy
Toronto Tourism



**Ontario Association of
Residences Treating Youth**

Centre of Excellence for Residential Care in Ontario

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