



ANNUAL REPORT



Crossroads Children's Mental Health Centre
1755 Courtwood Crescent
Ottawa, ON K2C 3J2
613-723-1623 info@crossroadschildren.ca
crossroadschildren.ca





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MISSION STATEMENT

Crossroads Children's Mental Health Centre (CCMHC) works exclusively with children up to the age of 12 and their families. We are committed to developing and delivering a wide range of mental health services to help children and families struggling with severe emotional, behavioural, and social challenges.

Crossroads' vision is of a community where every child under the age of 12 receives treatment for even the most severe mental health challenges. No case is too complicated, complex or severe. ***We never give up on a child.***

About Us

CCMHC is a fully accredited organization established in 1995 to provide families and children under the age of 12 with the tools required to effectively address behavior and mental health issues. In 2019-2020 we helped over 1,215 families.

Our multidisciplinary team are specialists in child and youth work, early childhood education, psychotherapy and social work. We are a registered charity funded primarily by the Ministry of Health.



Photo: Staff Appreciation picnic, June 2019

PRESIDENT'S STATEMENT

It has been my pleasure to serve my first term as President of CCMHC's Board of Directors. There were big shoes to fill following Kecia Podetz's 3 years in the President's role, and I thank her for her guidance and support throughout this past year. I have appreciated the opportunity to work with the highly skilled and dedicated senior leadership team of Michael Hone and Natasha McBrearty. Each of the 12 board members bring a strong commitment to CCMHC and child and youth mental health, and their diverse skills, and community experience enhance the governance of CCMHC.

As a function of our terms of reference, our Board members leave after fulfilling their terms. Sadly, this is Jean Bégin's last meeting with us after 6 years of representing Ottawa Police Services on the CCMHC Board.

Some highlights of the past year include:

- * a very successful 99.3% rating on our accreditation review;

- *participating in Counselling Connect which is a platform where clients can directly book themselves into a single session with minimal wait times;

- *receiving a Quest Grant through the Ontario Centre of Excellence for Child &

Youth Mental Health. This grant will allow CCMHC to adjust our processes to better meet the needs of children and families seeking our service. This is a continuous quality improvement initiative that has resulted in several of the CCMHC staff being trained in Lean Six Sigma.

- *in March of this year, like everyone in our community, CCMHC faced the challenges of Covid 19. As part of diligent planning by the CCMHC leadership team a pandemic plan had been in place for some time. CCMHC was able to transition all counselling programs to virtual sessions using video and teleconferencing. Sincere appreciation to all CCMHC staff who successfully managed this transition and kept the needs of children and families in the forefront. With a pandemic recovery plan in place, CCMHC is now transitioning back to a hybrid of virtual and in-person counselling with an emphasis on continuing to support children and their families, while keeping all staff safe and well.

The Board of Directors is proud of the excellent mental health service provided by CCMHC and we thank the staff and leadership for their dedication and commitment.

BOARD OF DIRECTORS

Karen Tataryn, President
Director of Mental Health,
CHEO, retired

Stefan Hollmann, Treasurer
CFO, World University Service
of Canada

Kecia Podetz, Past-President
Lawyer, Partner,
Emond-Harnden LLP

Anne Chiarelli
Vice-Principal, Ottawa Catholic
School Board

Arjanit Balca
Targeted Outreach Officer,
Elections Canada

Joseph Childs
Senior Project Manager,
Minto Properties

Nicholas Watters, Vice-President
Director, Access to Quality Mental
Health, Mental Health Commission
of Canada

Megan McNeill-McKinnell, Secretary
Senior Policy Analyst, Immigration,
Refugee & Citizenship Canada

Jean Bégin
Detective, Ottawa Police Services

Chelsea Mosseler
Manager, Patient Relations
Ottawa Hospital

Andrew Mendes
Director of Operations,
Rideauwood

Aaron Pesa
Business System Specialist,
Blackberry QNX

2019 - 2020

Thank
you 

*The staff and clients of Crossroads thank you
for your experience, skills and knowledge.
You help move our organization forward.
We appreciate your guidance and support.*

MESSAGE FROM THE EXECUTIVE AND ASSOCIATE EXECUTIVE DIRECTORS

This year marks 25 years since Crossroads Children's Mental Health Centre was founded to help children under 12 and their families struggling with severe emotional, behavioural and social challenges. All these years later, we are so grateful for the privilege of working alongside and learning from hundreds of children and families who have come through our doors. We know that when we intervene early, we can change a child's trajectory and improve outcomes across the lifespan for children, families and communities.

Now, perhaps more than ever, children and their families require extra supports to address the mental health impacts of Covid-19. The stress pandemic situations evoke on children with socio-emotional and behavioural challenges severely compound their already sensitive emotional state. With the help of our dedicated staff team, community partners, Board of Directors, funders, and donors, we have been incredibly pleased to offer high-quality virtual services and supports, without interruption. As children return to school and we settle into a 'new normal', it will be imperative to continue to work together, with unwavering

determination, as the hidden effects of the pandemic on children and families continue to surface.

While much of this year is overshadowed by Covid-19, we don't want to lose sight of the many accomplishments during 2019-2020 that are celebrated in this report. This includes our accreditation renewal, the expansion of our infant and early mental health services, our first forays into social enterprise, a growing and fruitful research partnership with the University of Ottawa, and focused work in diversity, equity, inclusion and anti-racism. Again, none of this is possible without our amazing staff who has shown great resilience and the ability to seize opportunity amidst crisis. We are also very thankful to our Board of Directors whose steadfast leadership has carried us through this year of unprecedented change. And finally, to our funders, donors and supporters, we see the difference you make in the lives of children and families in Ottawa each and everyday and for this, our hearts are filled with gratitude. Thank you!

September 2020

RAISING AWARENESS

CCMHC is a valued resource for information and support on the topic of children's mental health. During 2019-20, Michael Hone and Natasha McBrearty provided almost monthly interviews with the CTV Morning Live Show as well as other television, radio and podcasts appearances.



DIVERSITY AND INCLUSION

At Crossroads Children's Mental Health Centre we oppose racism and oppression in all its forms which have long impacted Black, Indigenous, and People of Colour (BIPOC) communities in Canada. We are committed to providing a safe space for families in Ottawa of all backgrounds, where they can receive the support they need without fear of judgement. In early 2019 an Anti-Racism Committee was formed to ensure we are providing equitable access and culturally competent treatment to our diverse client base.

Implementation Plan:



- The Leadership Team continues to participate in leadership level training with Hire Immigrants Ottawa.
- CCMHC is an active member of the Ottawa Local Immigration Partnership.

CCMHC is proud to be a Positive Space where human rights are respected and where lesbian, gay, bisexual, trans, two spirit and queer people are welcomed and supported.



ANTI-RACISM POSITION STATEMENT

At Crossroads Children’s Mental Health Centre (CCMHC) we oppose racism and oppression in all its forms, which have long impacted Black, Indigenous and People of Colour (BIPOC) communities in Canada. We are committed to providing a safe space for families in Ottawa of all backgrounds, where they can receive the support they need without fear of judgement.

We recognize the impact of racism and oppression on the mental health of children and their families, and the complex feelings/thinking- such as hurt, frustration and vulnerability- voiced by BIPOC communities. CCMHC takes seriously its role as an ally organization and recognizes that statements of support must be accompanied by change and action. We therefore commit to:

- ✚ Enhance our professional partnerships with BIPOC communities in Ottawa.
- ✚ Advocate as allies for all those experiencing institutional and structural racism and social inequalities.
- ✚ Explore and improve our agency’s policies and procedures to protect against the impact of institutional and systemic racism.
- ✚ Being purposeful in increasing the diversity within our organization.
- ✚ Provide all CCMHC employees with resources to increase their awareness of racist beliefs, racial bias and oppression; naming and calling out prejudice wherever we see it.

We are also acutely aware of the intergenerational trauma and emotional burden caused by social inequality and oppression experienced by our BIPOC clients and families. We commit to explicitly acknowledge and deepen our understanding of this hurt and provide support and services that are empathic and inclusive.



PROGRAMS

In-Home Treatment

The In-Home Treatment program provides an opportunity for children and families to learn and apply new tools and behaviours in their everyday living environment.

In 2019-2020 the In-Home Treatment team supported 323 families, including self-referrals and referrals from the Children's Aid Society and Coordinated Access.

Collaborative Problem-Solving remains our guiding philosophy as we work in partnership with children and their families to build skills to address issues that are getting in their way. As the year came to an end, the In-Home Treatment team continued to work with families while adapting to virtual meetings. They did an amazing job maintaining services and support at such a critical time of change.

Infant and Early Childhood Mental Health (IECMH)

CCMHC provides a range of services for infants and children from birth to 6 years old. This is critical as we are now aware that prenatal, infant, and early childhood experiences shape the architecture of the brain and lay the foundation for positive mental health across the lifespan. We

also know that outcomes improve when problems are identified and treated early.

Training: This year even more of our front-line workers were trained in the early intervention approach, Circle of Security. We were able to send 7 staff to the 4-day training. Circle of Security is an approach that helps to foster attachment and supports parents and caregivers to discover, interpret, understand and respond to their children's behavior and cues.



All of our clinical staff also completed training in Watch, Wait, Wonder, a treatment that specifically and directly uses the infant's spontaneous activity in a free play format to enhance parental sensitivity and responsiveness, the child's sense of self and self-efficacy, emotion regulation, and the child-parent attachment relationship. As well, the IECMH team is actively engaged in continuous professional development specific to infant and early mental health and early trauma.

Partnerships: With strong community partnerships, we also convened a community of practice for Circle of Security that spans over 10 IECMH serving organizations with the aim of increasing our collective knowledge and resources to better serve families in Ottawa.

We continued our successful collaboration with Somerset West Community Health Centre's two Headstart programs and this year we were able to add two more sites: Annvale Headstart Nursery School and Pinecrest Queensway Headstart Nursery School. This important partnership is focused on ensuring timely, appropriate, and accessible mental health services for children and their families, while building capacity within the early years' system.

Another exciting project this year grew from our partnership with Le Cap and Andrew Fleck Children's Services. Together, we worked to build capacity in childcare centres across Ottawa to promote early identification and intervention for socio-emotional issues in young children. With a CCMHC specialist on-site in childcare centres, we were able to provide training, consultation, and coaching.

When the pandemic began in March, our work with Headstart continued. Although the way we delivered services transformed, there were no gaps in supports for these

clients. The IECMH team supported children and families virtually, attended regular virtual site meetings, provided trainings and created video content for parents and children.

Exciting News! March 31st was the planned launch date of our new Infant and Early Childhood Mental Health Walk-in Clinic which was focused on providing timely access to developmental screening, assessment, and mental health services for infants and children. Although this exciting new initiative had to be postponed due to the pandemic, we will be exploring an implementation in Winter 2020.

Child and Family Therapy

With a team of 5 child and family therapists, CCMHC offers individual, parent, family and group therapy.

Last year, the child and family therapy team started a one-year training in the Neurosequential Model of Therapeutics. This assessment tool offers a neuroscience-informed, developmentally sensitive approach to help us better understand and treat children presenting with complex mental health issues and histories of trauma and chronic stress. Three therapists completed their certification in the spring and 2 more have started the year-long certification course.

Day Treatment

Working in partnership with M.F. McHugh Schools, CCMHC operates five classrooms at Frank Ryan Catholic Intermediate School. The Day Treatment team provides a combination of education and treatment for children who need additional skills to thrive in a regular school setting.

In the 2019-2020 academic year, we continued to enhance treatment by focusing our professional development opportunities on better understanding the impact of trauma on the developing brain. In January 2020, we held a one-day workshop for all program staff on child-friendly activities that calm the nervous system and explored how to incorporate these activities into our daily schedule. We are already hard at work on new ideas for further enhancing our treatment in the 2020-2021 academic year and we anticipate a great year ahead of us.

School Based Mental Health (SBMH)

Working closely with the Ottawa Carleton District School Board and the Ottawa Catholic School Board, the SBMH team delivered mental health services in 14 schools across the City.

During team meetings this past year, we used Lean methodology to standardize services and supports to improve outcomes and increase reach.

During the pandemic, our work with students and families continued virtually. Staff promptly reached out to school personnel and clients to tailor our supports to their needs. Our current projects focus on highlighting the impact of the pandemic on students' mental health and delivering supports to facilitate a positive return to school.

Wraparound

Wraparound builds on the strengths and resources of the family. The Wraparound facilitator helps the family develop a team of supports — which could include friends, family, members of a faith community — as well as professionals involved in a helping role. This team develops an action plan, coordinates activities, problem-solves, and shares resources to meet the family's needs. Children and families referred to Wraparound have complex needs across multiple domains, including but not limited to housing, education, health, mental health, and recreation.

CCMHC delivers Wraparound in partnership with the Youth Services Bureau of Ottawa and Coordinated Access & Referral.

This year we worked closely with John Mayo to enhance service delivery. John Mayo is a well renowned expert on Wraparound and Co-Founder and Deputy Executive Director at Success 4 Kids and Families.

Intersections

CCMHC is proud to continue its partnership with the Ottawa Police Services to offer the Intersections program. Intersections is an evidence-informed early intervention program for children up to the age of 13 years old with suspected mental health, developmental, and/or substance abuse issues who are at-risk of becoming justice involved. Focusing on service navigation, we help the child and their family access and coordinate community support services to reduce and prevent further interaction with police services and the justice system.

Working collaboratively to deliver high quality services, the Intersection workers across the Champlain Local Health Integration Network and beyond continue to participate in an active community of practice.

Mental Health Walk-in Clinic

Our walk-in clinic provides free, timely access to single-session counselling for families seeking help for their infant, toddler or child's social, emotional and behavioral challenges. This service also successfully moved to virtual in March. Video conferencing and telephone counselling was offered.

Summer Camp

The 2019 camp experience was not only positive, fun, and therapeutic, it was memorable. The camp staff met several times prior to the summer months and made many improvements that took our camp from good to great. We continue to innovate to provide enriching summer experiences for kids and we look forward to many years of providing a fabulous camp experience to our clients.

RESEARCH

University of Ottawa: In October 2019, CCMHC signed a memorandum of agreement with the University of Ottawa to carry out collaborative research initiatives, with a team of experienced researchers and students from the department of Educational and Counselling Psychology, including: Dr. David Smith, Ph. D., C. Psych., Professor; Dr. Maria Rogers, Ph.D., C. Psych., Associate Professor; Jessica Whitley, Ph. D., Associate Professor.

Think:Kids Hospital: CCMHC is currently involved in a research study with Think:Kids exploring the impact of the parent training curriculum delivered at CCMHC with parents of children with mental health needs.

COMMUNITY PARTNERS & NETWORKS

CCMHC is extensively involved in many collaborative community-based committees and networks related to child and youth mental health.

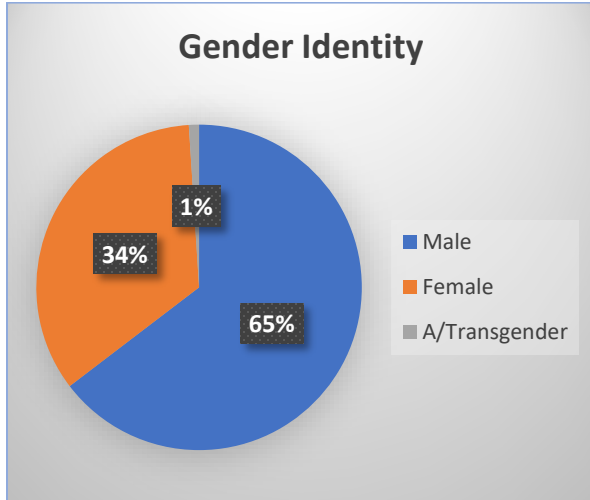
Community Partnerships:

CounsellingConnect	Youth Services Bureau
Children's Hospital of Eastern ON	The Royal
Ottawa Police Services	Ottawa Fire Services
Roberts/Smart Centre	PLEO
CAP	Service Coordination des Services
Ottawa Systems of Care	Child & Youth Mental Health Network
Ottawa-Carleton District School Board	Ottawa Catholic School Board
Headstart Association for Preschools	Andrew Fleck
Ottawa Suicide Prevention	Coordinated Access
University of Ottawa	Algonquin College
Caldwell Family Centre	Centre des services communautaires Vanier
Wabano	Inuuqatigiit Centre for Inuit Children, Youth & Families

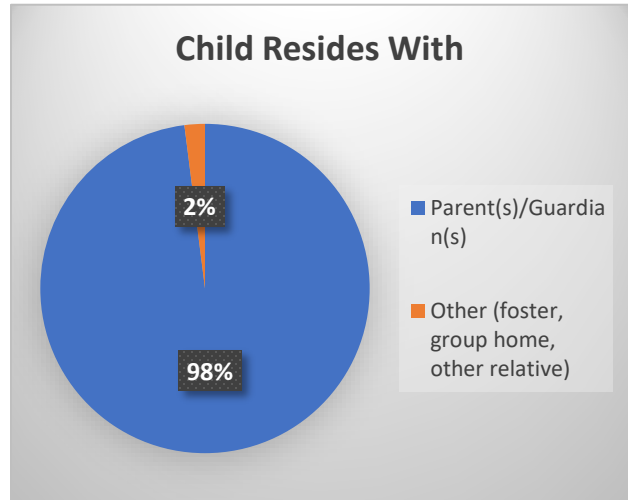
Partners and Networks:

- Coordinated Access Committee
- Cross-Sectoral Committee
- Service Collaborative – Integrated Plan of Care
- Coordinated Referral Committee, Day Treatment
- Ottawa Best Start Leadership Committee

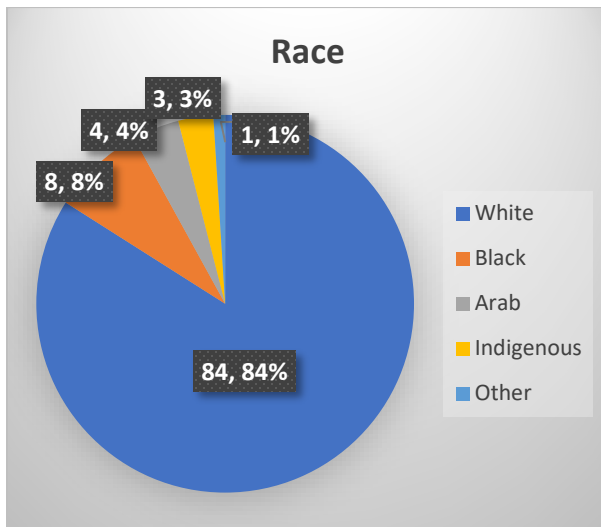
STATISTICAL INFORMATION



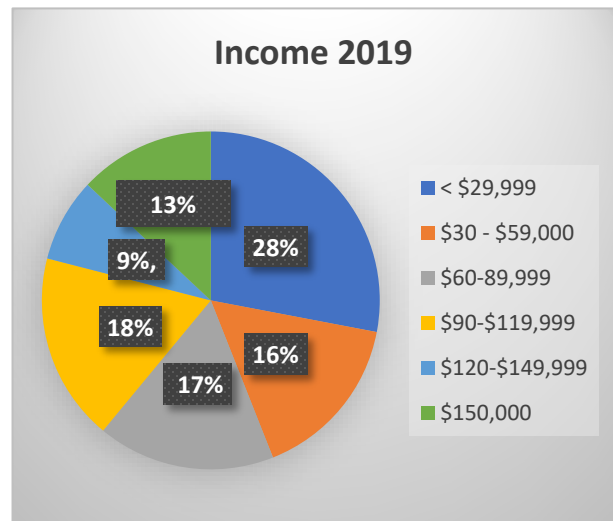
65% of our clients are male, 34% are female, and 1% identified as Agender or Transgender



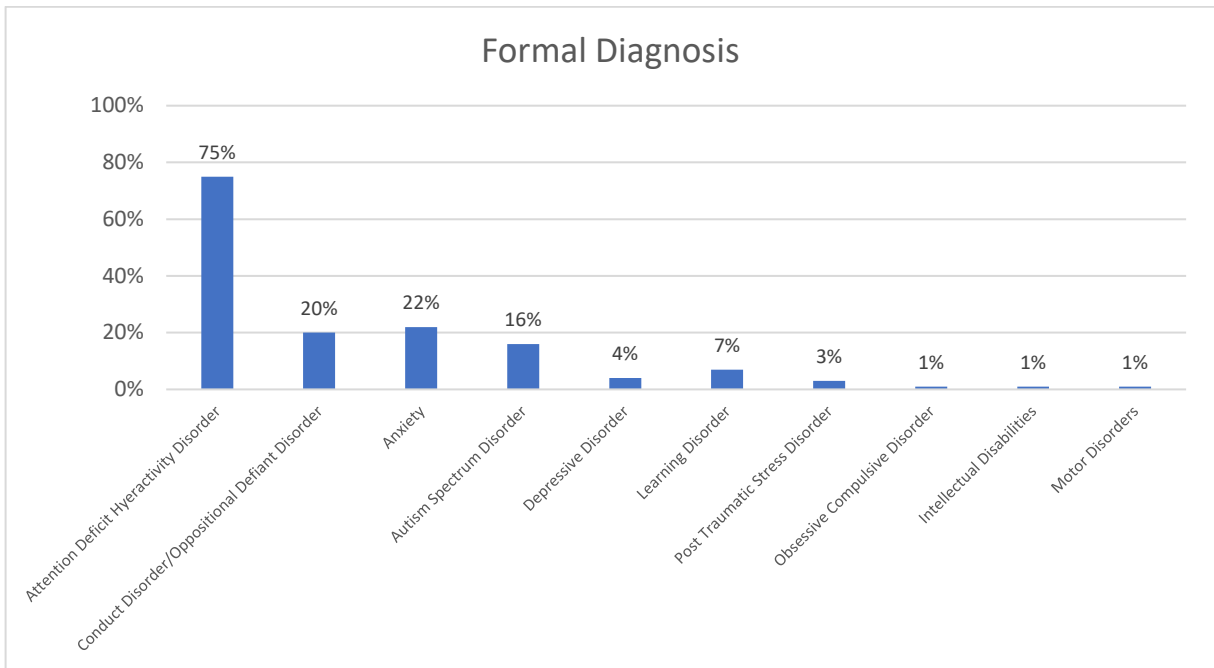
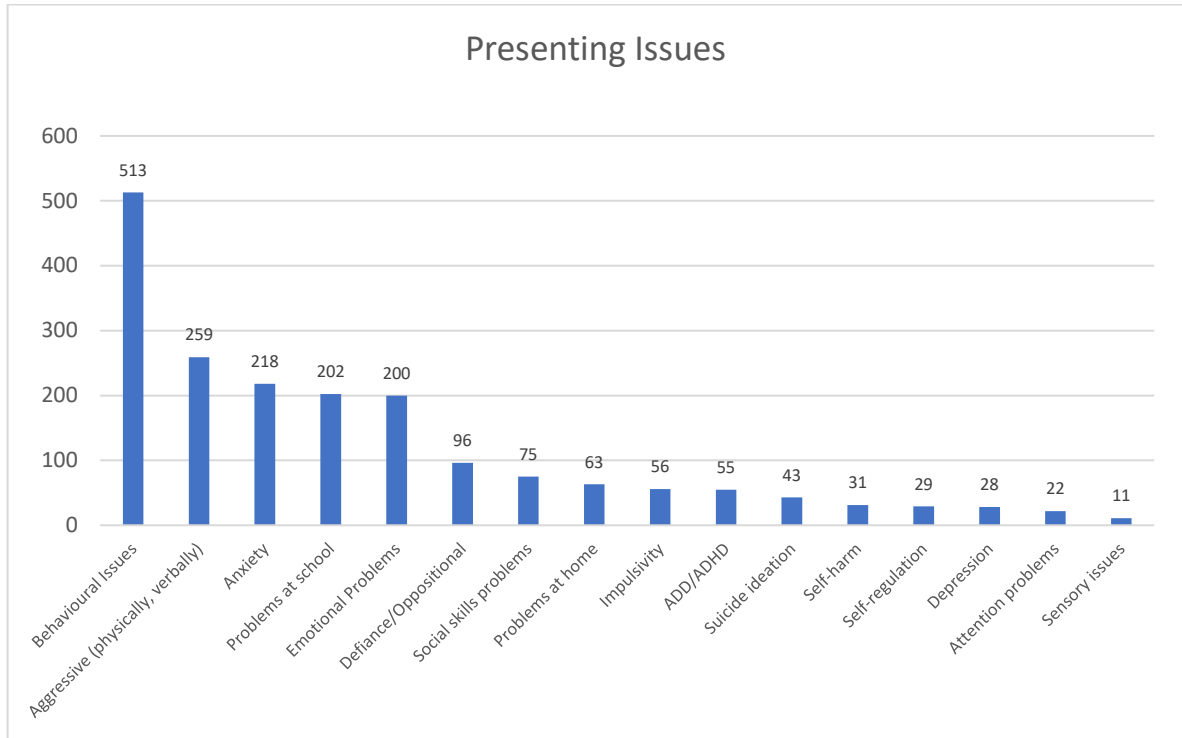
98% of clients live with their parent(s) or guardian(s). 2% live with a foster family, in a group home or with other relatives.

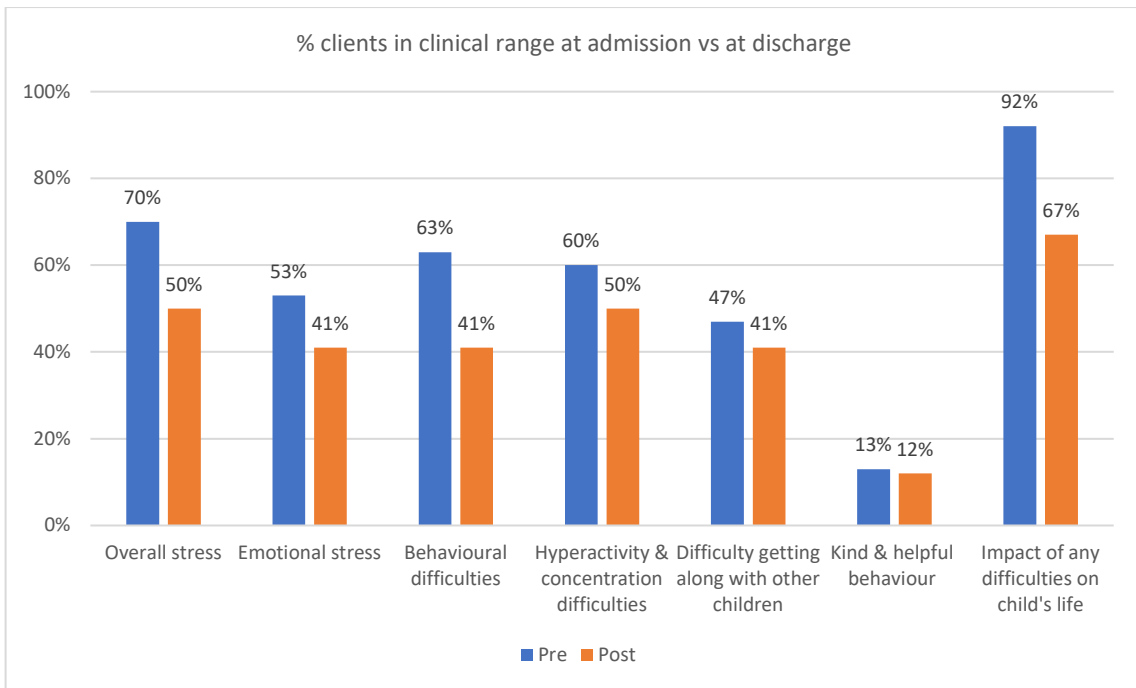


When asked what race clients identified with: 84% said white, 8% black, 4% Arab, 3% Indigenous, and 1% identified as Other (Chinese, Korean, Filipino).

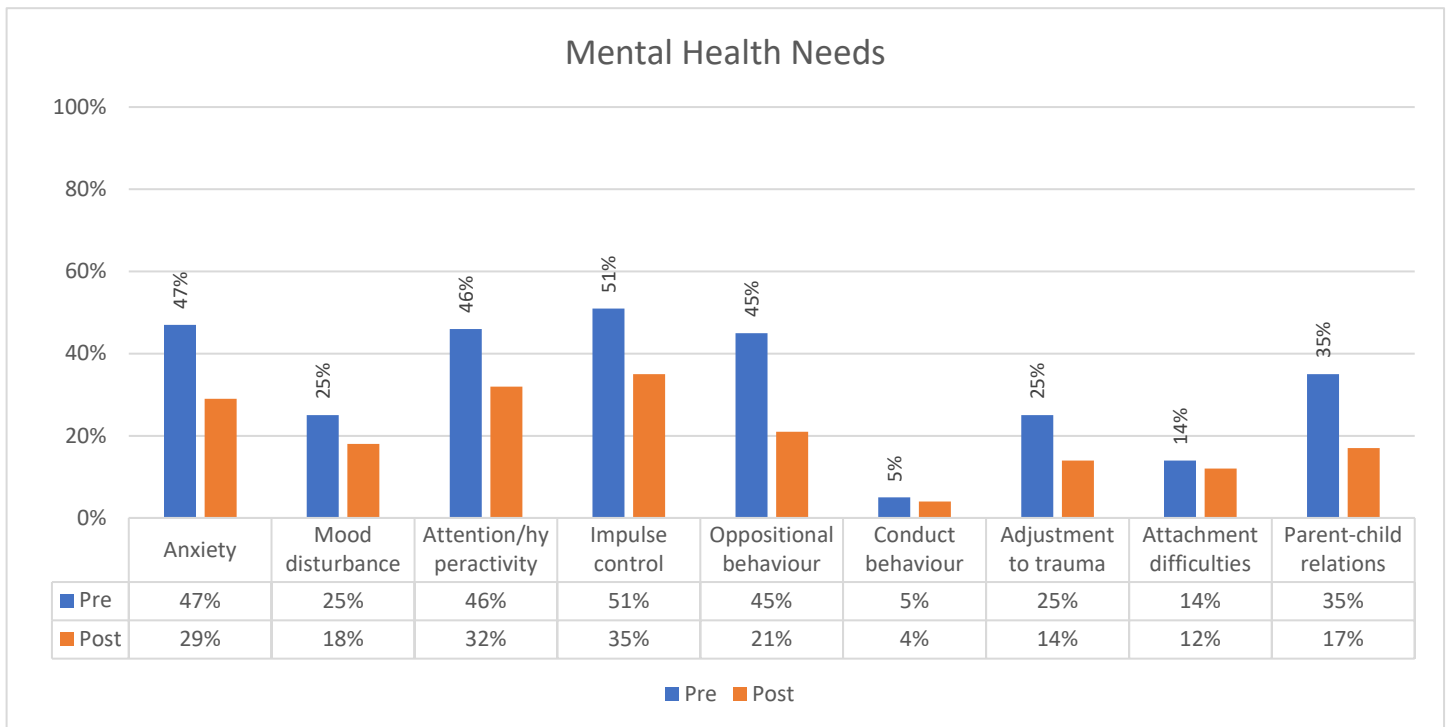


28% of families earned less than \$30,000. 16% earned between \$30 and \$59,999; 17% between \$60 and \$89,999; 18% between \$90 and \$119,999; 8% between \$120 and \$149,999 and 13% made more than \$150,000.

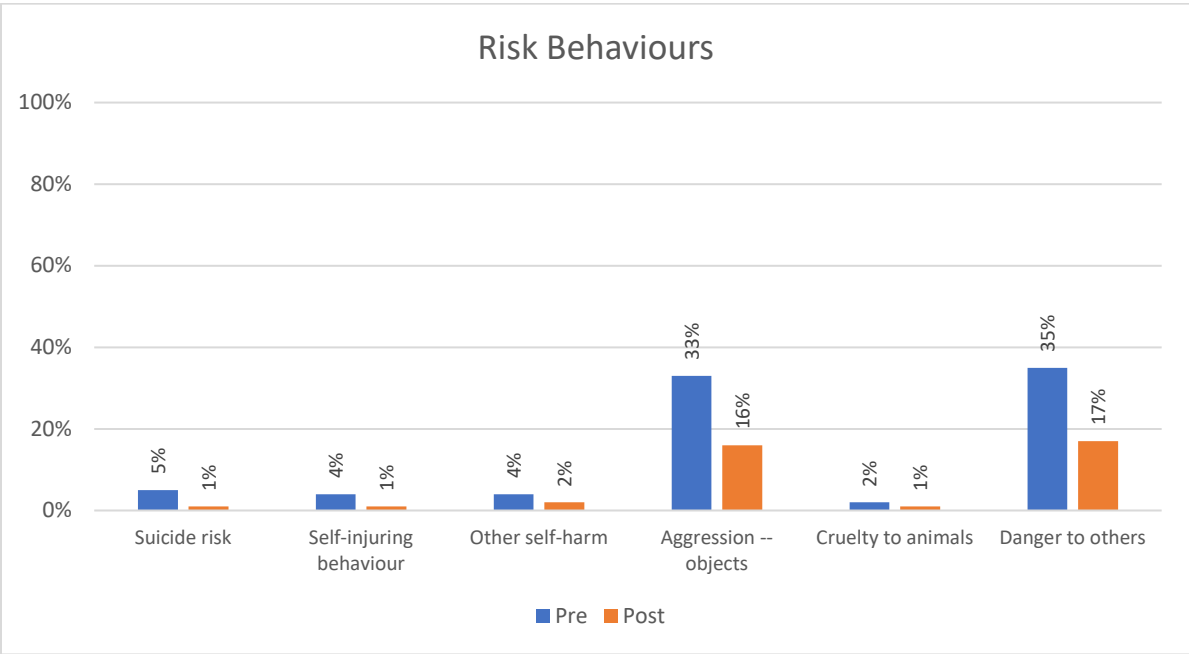




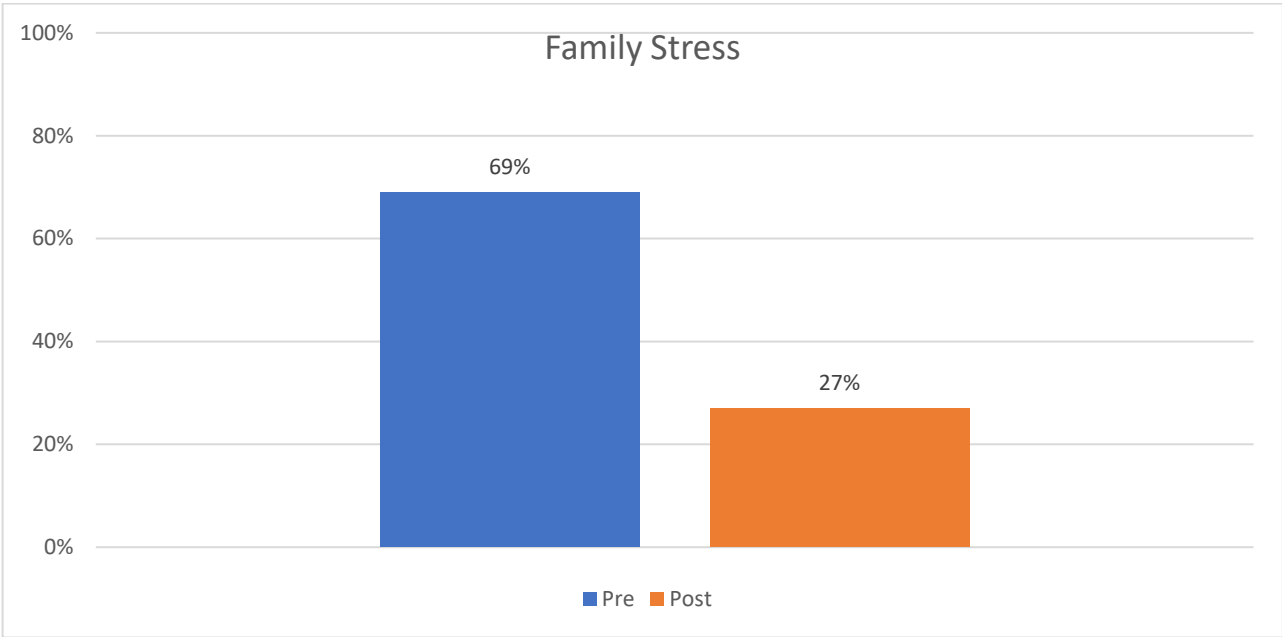
Rates of improvement following treatment at Crossroads.



Improvement following Crossroads services.



Risk behaviours were significantly reduced after treatment.



69% of families reported a high level of family stress. This remained an issue for only 27% after receiving our services.



PARKER PRINS LEBANO
Chartered Professional Accountants
Professional Corporation

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of:

CROSSROADS CHILDREN'S MENTAL HEALTH CENTRE

Opinion

We have audited the accompanying financial statements of Crossroads Children's Mental Health Centre, which comprise the Statement Of Financial Position as at March 31, 2020, and the Statements Of Changes In Net Assets, Operations, and Cash Flows for the year then ended, and Notes To The Financial Statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Crossroads Children's Mental Health Centre as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of Crossroads Children's Mental Health Centre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of Crossroads Children's Mental Health Centre for the year ended March 31, 2019 were audited by another auditor who expressed an unmodified opinion on those statements on June 24, 2019.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Crossroads Children's Mental Health Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Crossroads Children's Mental Health Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Crossroads Children's Mental Health Centre's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Crossroads Children's Mental Health Centre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Crossroads Children's Mental Health Centre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause Crossroads Children's Mental Health Centre to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Parker Prins Lebano Chartered Professional Accountants Professional Corporation
Authorized to practice public accounting by the Chartered Professional Accountants of Ontario

Ottawa, Ontario
July 8, 2020

CROSSROADS CHILDREN'S MENTAL HEALTH CENTRE
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2020

	<u>2020</u>	<u>2019</u>
ASSETS		
CURRENT		
Cash	\$ 141,304	\$ 122,393
Accounts receivable	22,006	18,048
Prepaid expenses	14,644	33,258
Government remittances receivable	<u>16,888</u>	<u>20,953</u>
	194,842	194,652
CAPITAL ASSETS (Note 5)	<u>664,949</u>	<u>721,811</u>
	<u>\$ 859,791</u>	<u>\$ 916,463</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 99,104	\$ 106,404
Subsidies repayable (Note 4)	16	16
Deferred revenue (Note 6)	23,973	21,675
Current portion of long-term debt (Note 8)	<u>43,330</u>	<u>41,824</u>
	166,423	169,919
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 7)	76,178	99,792
LONG-TERM DEBT (Note 8)	<u>390,713</u>	<u>433,945</u>
	633,314	703,656
NET ASSETS		
Unrestricted	111,477	155,421
Internally restricted (Note 10)	<u>115,000</u>	<u>57,386</u>
	226,477	212,807
	<u>\$ 859,791</u>	<u>\$ 916,463</u>

Approved by the Board:

Nicholas Walter

Director

K. Roddy

Director

CROSSROADS CHILDREN'S MENTAL HEALTH CENTRE
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2020

	2020	2019
REVENUE		
Ministry of Children, Community and Social Services	\$ 3,784,304	\$ 3,734,565
Other projects	356,093	229,428
Contributions for capital assets (Note 7)	23,614	31,994
	4,164,011	3,995,987
 EXPENSES		
Advertising	7,038	29,296
Building occupancy	83,711	85,739
Insurance	22,211	22,778
Interest on long-term debt	29,000	26,468
Office administration	105,088	110,019
Professional services - client	32,980	35,607
Professional services - non-client	189,878	188,928
Salaries and benefits	3,505,865	3,217,658
Staff		
Training	50,218	107,637
Travel	61,750	38,826
	4,087,739	3,862,956
 EXCESS OF REVENUE OVER EXPENSES BEFORE AMORTIZATION OF CAPITAL ASSETS	 76,272	 133,031
 AMORTIZATION OF CAPITAL ASSETS	 62,602	 86,831
 EXCESS OF REVENUE OVER EXPENSES	 \$ 13,670	 \$ 46,200