

ANNUAL REPORT

2020 — 2021

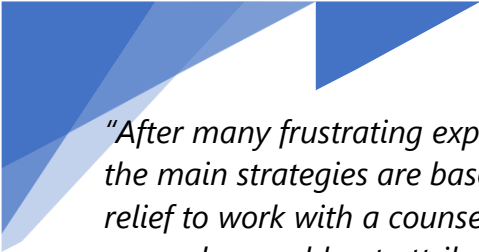


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Parent’s Comment:

“After many frustrating experiences in trying to access parenting support for our family where the main strategies are based in punitive methods and conditional approval, it was truly a relief to work with a counselor from Crossroads. It has never been my experience that a counselor would not attribute ANY negative intent to the child or suggest that the reason a child is struggling is because they are not punished for their negative behaviour. I am absolutely thrilled this resource exists to support families and provide a collaborative attachment-focused alternative. Thank you!”

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.

CCMHC's 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 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.

BOARD OF DIRECTORS 2020-2021

Karen Tataryn, President

Director of Mental Health,
CHEO, retired

Nicholas Watters, Vice-President

Director, Access to Quality Mental
Health, Mental Health Commission
of Canada

Kecia Podetz, Past-President

Lawyer, Partner
Emond-Harnden LLP

Megan McNeill-McKinnell, Secretary

Senior Policy Analyst, Immigration,
Refugee & Citizenship Canada

Stefan Hollmann, Treasurer

Chief Financial Officer
World University Service of Canada

Anne Chiarelli

Principal, Ottawa Catholic Board

Chelsea Mosseler

Director of Operations,
360 Concussion Care

Andrew Mendes

Director of Operations,
Rideauwood

Aaron Pesa

Business System Specialist,
Blackberry QNX

Arjanit Balca

Targeted Outreach Officer,
Elections Canada

Joseph Childs

Senior Project Manager,
Minto Properties

Ashley Deathe

Lawyer

PRESIDENT'S MESSAGE

It has been my pleasure and honour to serve my second and final term as President of the CCMHC Board of Directors. Each of the 12 Board members bring a strong commitment to CCMHC and to Child and Youth Mental Health. Despite the continuing challenges of Covid19, during the past year the Board has continued to be actively engaged in the governance of CCMHC. We greatly benefited from a graduate student placement at CCMHC who assisted the Board in developing a framework for future fundraising. A special note of appreciation to Nicholas Watters who, in addition to his Vice President role, has served as Interim Treasurer for the Board this past year.

As a function of our terms of reference, our Board members leave after fulfilling their terms. Sadly, this is Kecia Podetz's last meeting with us. For 9 years, Kecia has been a guiding force on the CCMHC Board. She has brought her passion for Child and Youth Mental Health, her legal expertise, her knowledge and skills regarding governance and strategic planning and her critical thinking skills to her roles as Director, Vice President and President of the CCMHC Board of Directors. We thank Kecia for her significant contributions to the Board.



Karen Tataryn,
Board President

The Board welcomed new member Ashley Deathe to the Board on May 31, 2021.

The Board has appreciated working with the highly skilled and dedicated senior leadership team of Michael Hone and Natasha McBrearty. We also want to thank Lynn LaHam for her outstanding skills in managing the CCMHC Budget during these exceptional times. Some of the many highlights of the past year include:

1. Keeping all of Crossroads' programs fully operational during the pandemic, including the increased use of virtual mental health care for children and their families.
2. Participating in Kids Come First's 1Call1Click and Counselling Connect which are community initiatives to improve access to Mental Health Services.
3. Focussing on Quality Improvement, training for CCMHC staff and research initiatives.
4. Securing additional funding for Crossroads including funding from United Way, the Ottawa Health Team, Frayme, the Centre of Excellence for Child and Youth Mental Health, and the Trillium Foundation. We

also learned that we would be receiving a 5% increase to CCMHC base funding from the Ministry of Health to go directly towards addressing wait times at CCMHC.

The Board of Directors is proud of the excellent Mental Health services provided by CCMHC. We thank each and every employee of CCMHC for their dedication and commitment to the children, youth and families of our community.

MESSAGE FROM THE EXECUTIVE AND ASSOCIATE EXECUTIVE DIRECTORS

Michael Hone,
M.Ed., RP, CCC
Executive Director,



Natasha McBrearty,
MA, RP, CCC
Associate Executive Director

To all the children, parents, and families out there- you are rock stars! This has been a year like no other and we know that so many have been under extraordinary strain, adjusting to changing schedules, adapting to working from home, trying to keep kids busy and socialized, and so much more. And it has not been easy, mental health demand is on the rise and we know that children and families are significantly impacted.

Through the pandemic, CCMHC has continued to offer a soft landing for children and their families who are dealing with emotional, social and behavioral challenges. Despite the numerous changes to our service delivery, including enhanced health and safety measures as well as increased use of virtual care for families who need it, all our programs are fully operational. This past year we were able to see approximately 500 more children and families than we had seen the year previously and this was directly the result of the commitment we have from each and every staff member at CCMHC.

We are incredibly proud of our staff team who have weathered unparalleled change with grace. Taking full advantage of training in trauma-informed practices, play interventions, single-session therapy, the CCMHC team has worked tirelessly to help address the many issues surfaced by the pandemic.

We are also very grateful to our partners through [Kid's Come First's 1Call1Click](#) who are working together to improve access to mental health services.

Likewise, thanks to [Counselling Connect](#), it has never been easier to get support, when you need it. Services are offered across the lifespan, in English, French, and Arabic, including services by and for the community for LGBT2SQ+, African, Black, Caribbean, and Indigenous people.

The pandemic has highlighted inequalities in access to healthcare and health outcomes for different groups. CCMHC has made it a priority to address equity and inclusion at all levels of the organization. Through weekly I-DARE (Inclusion, Diversity, Anti-Racism, Equity)

conversations, we are taking action to develop a culturally competent team that represents the diversity of our community. Together, we have participated in training, reviewed our policies and treatment documents, nurtured partnerships with the [Ottawa Local Immigration Partnership](#), and more. With gratitude and humility, CCMHC was featured by Hire Immigrants Ottawa's [Employer Spotlight](#).

Quality Improvement remains a top priority for our agency and this year, thanks to the [Ontario Centre for Child and Youth Mental Health](#), we trained additional members of our team in Lean methodologies. Always looking for ways to improve our services, we continue to work closely with the [University of Ottawa](#) to ground our practices in evidence for the best possible

outcomes for children and families. With support from [Frayme](#), we completed an important study on virtual [mental health groups](#). We also hired on a parent on our staff team through our partnership with [Parents' Lifeline](#) who has supported virtual groups, including a new offering for families for children under 6 years old who are experiencing mental health challenges.

As we look ahead, we are so grateful for the support from our [Board of Directors](#) for their dedication, leadership, and commitment to the organization. Finally, we would like to take this opportunity to thank the many donors who generously contributed to our programming to help ensure that all children have access to high-quality mental health care and that no child is ever left behind.

DIVERSITY AND INCLUSION

In June 2020, CCMHC initiated I-DARE (Inclusion, Diversity, Anti-Racism, and Equity). Through weekly open conversations guided by a consensus agenda, all CCMHC team members have the opportunity to action equity, diversity, and inclusion across the organization. This year, we formalized our commitment to Reconciliation and our Anti-Racism Position Statement. The IDARE Team is currently developing a workplan to ensure all stated commitments in the Anti-Racism Position Statement are tracked and measured each month. All staff participated in anti-oppression training hosted by the African

Canadian Association of Ottawa. Each member of the leadership team also completed the Cross-Cultural Competency training through Hire Immigrants Ottawa, which prepares workplaces for a culturally diverse employee base. New staff continue to be hired based on merit, with the intention of being more purposeful in tapping into a wide and diverse talent pool to better represent the Ottawa Community. In July 2021, Hire Immigrants Ottawa noticed and chose to [spotlight CCMHC](#) as an agency building a diverse and inclusive culture that reflects the communities in Ottawa.

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 that many of our BIPOC clients and families have experienced as a result of social inequality and oppression. We commit to explicitly acknowledge and deepen our understanding of this hurt and provide support and services that are empathic and inclusive.



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



PROGRAMS

In-Home Treatment

The In-Home Treatment program provides an opportunity for children and families to learn and apply new tools in their everyday living environment to address complex social, emotional, and behavioral challenges.

In 2019-2020 the In-Home Treatment team supported almost 300 families. Referrals to in-home treatment services include self-referrals as well as referrals from primary care, community

Infant and Early Mental Health (IEMH)

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

Circle of Security (COS)

This year we continued to implement COS, an approach that helps to foster attachment and supports parents and caregivers to discover, interpret, understand, and respond to their

CCMHC and Headstart Collaboration

"It is an ultimate irony that when a human is most vulnerable to the effects of trauma-during infancy and early childhood- adults generally presume the most resilience." Bruce Perry

partners, the Children's Aid Society, and Coordinated Access.

The Collaborative Problem-Solving model remains our guiding philosophy and practice. We recognize that kids with challenging behavior don't lack the *will* to behave well. They lack the *skills* to behave well. Our CPS approach is proven to reduce challenging behavior, teach kids the skills they lack, and build relationships with the adults in their lives.

the lifespan. We also know that outcomes improve when problems are identified and treated early on.



children's behavior and cues. Over this past year, we continued to offer groups for caregivers and the program is also offered through our homebased services.

In collaboration with Somerset West and Pinecrest Queensway's Headstart Nursery School programs, we have been able to ensure timely, appropriate, and accessible

mental health services for children and their families, while building capacity within the early years' system.

With so many services for families with young children on hold or reduced due to the

Parent Support Group for Parents of Infants and Children to age 6

The impacts of the pandemic have not been equally distributed, and we are learning that families with young children at home have been particularly affected. In response to the needs of this demographic, a partnership was formed between regional community mental health providers, including Parents Lifeline (PLEO), Family Services Ottawa, the Phoenix

Autism and Mental Health:

Mental Health and Autism is a key priority area in Ottawa's three-year child and youth mental health plan. CCMHC's team continued to participate in a community of practice with Dr. Weiss, a leading autism and mental health expert in Canada. Facilitated by Coordinated

Child and Family Therapy

Our team of social workers and psychotherapists offered individual and group child and family therapy services to almost 300 families this year. Through extensive training over the last year, we are expanding our services to better serve children who have been impacted by trauma.

Certified in the Neurosequential Model of Therapeutics, members of the CCMHC team

pandemic, uninterrupted access to the Headstart sites was critical for families with very young children. CCMHC and the Headstart team have been there throughout the pandemic to provide the essential in-person services required.

Centre, and Open Doors. Together, we created a support group targeted specifically for parents of children from birth up to the age of 6. This weekly support group, led by experienced facilitators, is an initiative that provides parents of young children a safe place to connect with and learn from other parents.

Access, the community of practice provides opportunities to share information, improve skills, and actively work on advancing evidence-based practices to meet the mental health needs of children with Autism. CCMHC welcomes children with autism.

provide comprehensive trauma assessments and intervention planning for children and families. The team has also been trained to deliver Trauma-Focused Cognitive Behavioral Therapy (TF-CBT). Research shows that TF-CBT successfully addresses a broad range of emotional and behavioral difficulties associated with single, multiple, and complex trauma experiences.

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.

This past year, we expanded our space to include an additional classroom and office space. We also addressed a gap in service by creating a transition worker position. Delivering home-based and school-based supports, the transition worker helps children (and their families) successfully transition from Day Treatment into their community school.

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. Navigating school closures because of the pandemic, the SBMH team found creative ways to stay connected to children and families. The team made the most of virtual care and safely offered support through home-visits.

This year, we also had the opportunity to partner with the Lowertown Community Resource Centre to have a Child and Youth Worker attend their afterschool program. This gave us an engaging new way to support children outside of the school, forge new community connections, and support the after-school program staff.

Wraparound

Children and families referred to Wraparound have complex needs across multiple domains, including but not limited to housing, education, legal, health, mental health, and recreation.

In collaboration with Coordinated Access, CCMHC's Wraparound program begins with respect for a family's strengths, culture, and choices. It is a process molded to the needs of an individual family and it builds on the strengths and resources of that family. Wraparound is a commonsense approach to

care and what anyone of us would do if our loved one was in need.

The CCMHC Wraparound facilitator is there to support families to develop goals and a team, which can include friends, family, members of a faith community, as well as professionals involved in a helping role. The team then develops a shared vision and an action plan, coordinates activities, problem-solves, and shares resources to meet the family's stated goals. In the final phase of CCMHC's Wraparound program, the team collaborates

to develop a transition plan out of formal Wraparound to a mix of formal and natural supports in the community.

Intersections, Skill Builders/TAPP-C

CCMHC is proud to continue its partnership with Ottawa Police Services and Ottawa Fire Services to offer the Intersections program, aka Skillbuilders/TAPP-C. 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

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. Services are delivered in-person, by video, or telephone depending on the family's needs and preferences.

When in-person walk-in counselling sites had to close in response to COVID-19, Crossroads worked closely with the Ottawa Health Team – Équipe Santé Ottawa and allied mental health and addictions services to find a solution. In just a few weeks, the community leveraged a digital platform



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 (LHIN) and beyond continue to participate in an active community of practice.

Huge thanks to United Way East Ontario for their continued funding and support.

and virtual care to deliver same-day or next-day counseling services with the goal of addressing the mental health and addiction needs of children, youth, adults in a safe and accessible manner. Incredibly, the platform is already recognized for its achievements at a national level as it is currently being piloted in two other provinces. Additionally, it has received the 2021 *Transformative Change Award* for exemplary impact on the community from the *Alliance for Healthier Communities*. Since its launch, CCMHC has received funding for two additional child and family therapy positions to meet the growing mental health demand on Counselling Connect triggered by the pandemic.

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.

With funding from Frayme and in collaboration with community partners through Kids Come First, the team completed a research project focused on the implementation process of online group-based mental health and addictions services offered to youth and families.

The team also published a number of journal articles and was selected to present at various conferences, including the 81st Canadian Psychological Association Annual National Convention and the 15th International Conference on Child and Adolescent Psychopathology, which were cancelled due to Covid.

Think:Kids at Massachusetts

General Hospital in Boston: CCMHC recently completed a multi-year research study with Think:Kids exploring the impact of the parent training curriculum delivered at CCMHC with parents of children with mental health needs. The outcomes were very positive and demonstrated significant changes related to behavioral challenges in children served.



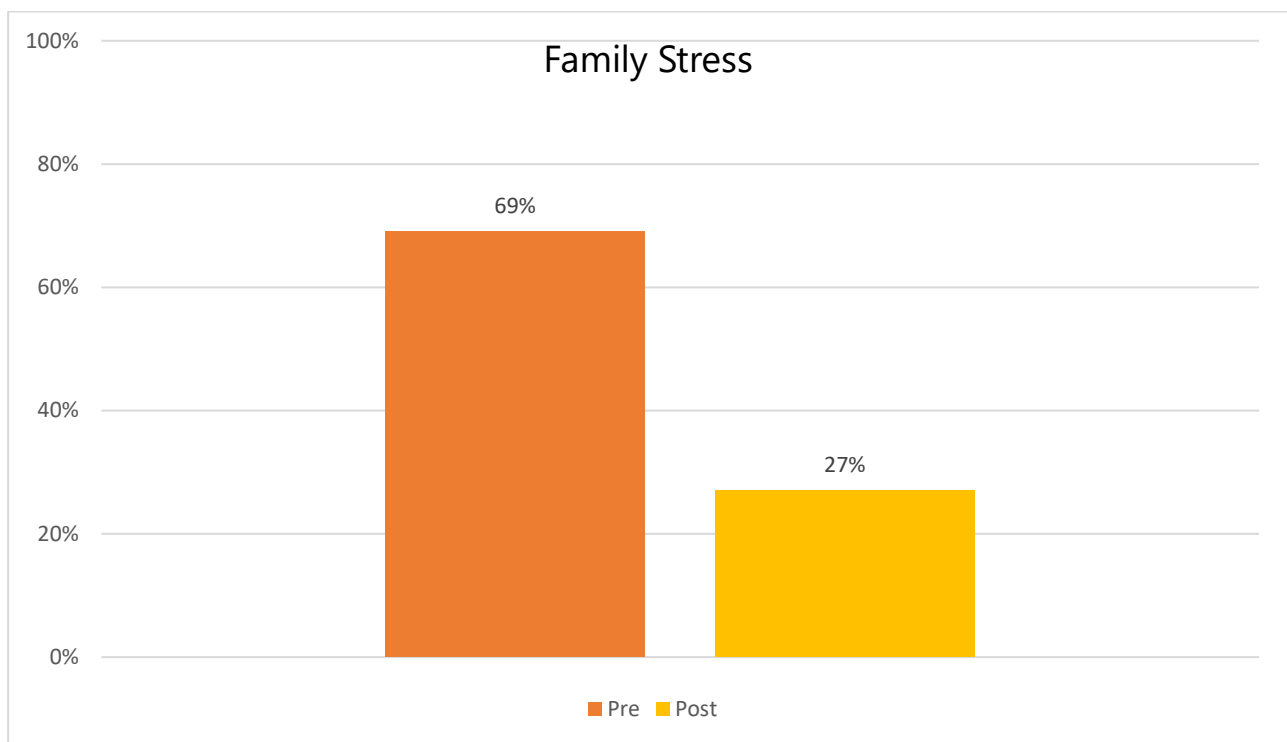
COMMUNITY PARTNERS & NETWORKS

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

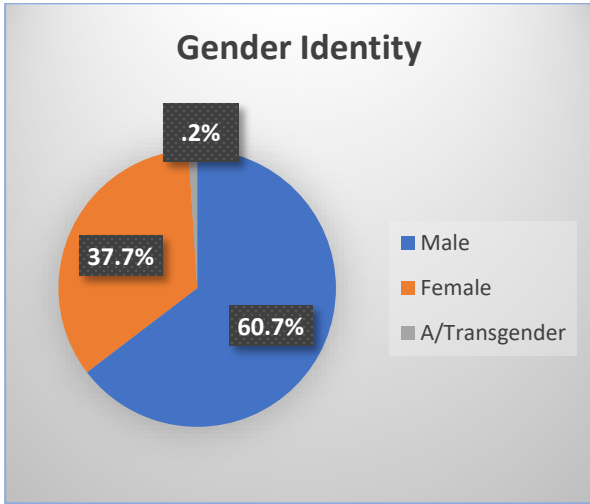
- Andrew Fleck Children’s Services
- Algonquin College
- Coordinated Access
- Counselling Connect
- Caldwell Family Centre
- Centre des services communautaires Vanier
- Children’s Hospital of Eastern Ontario
- Coordinated Access
- Headstart Program

- Inuuqatigiit Centre for Inuit Children, Youth & Families
- Le Cap
- Ottawa-Carleton District School Board
- Ottawa Catholic School Board
- Algonquin College
- Ottawa Fire Services
- Ottawa Police Services
- Ottawa Suicide Prevention
- Ottawa System of Care
- Parents Lifeline of Eastern ON
- Roberts/Smart Centre
- Service Coordination des Services
- The Royal
- University of Ottawa
- Wabano
- Youth Services Bureau
- Youturn Youth Support Services
- Kids Come First Ottawa Health Team
- Pinecrest Queensway CHC

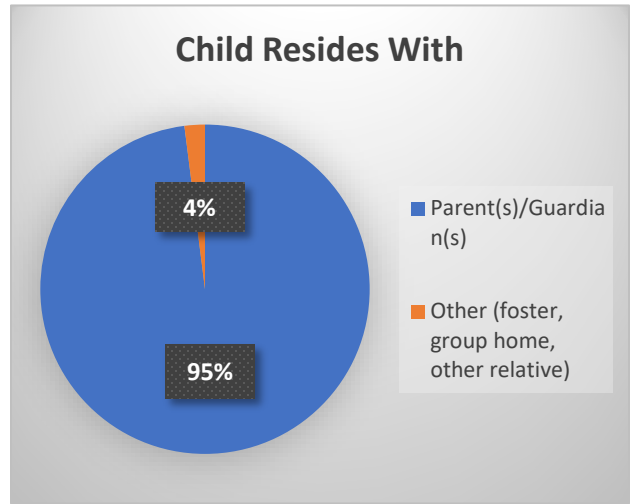
STATISTICAL INFORMATION



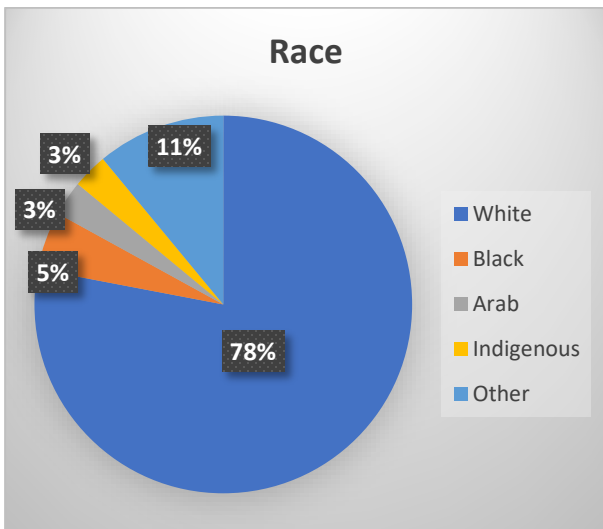
69% of families reported a high level of family stress. This remained an issue for only 27% after receiving our services.



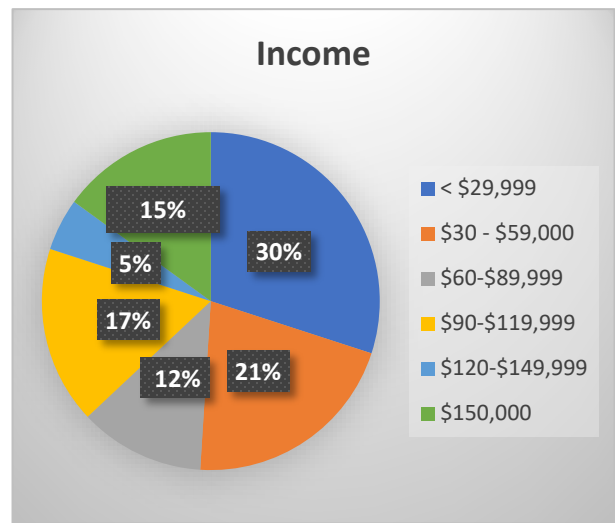
61% of our clients are male, 38% are female, and .2% identified as gender fluid/non-binary (varies day-to-day). 1.4% did not respond.



95% of clients live with their parent(s) or guardian(s). 4% live with a foster family, in a group home or with other relatives. 1% did not respond.



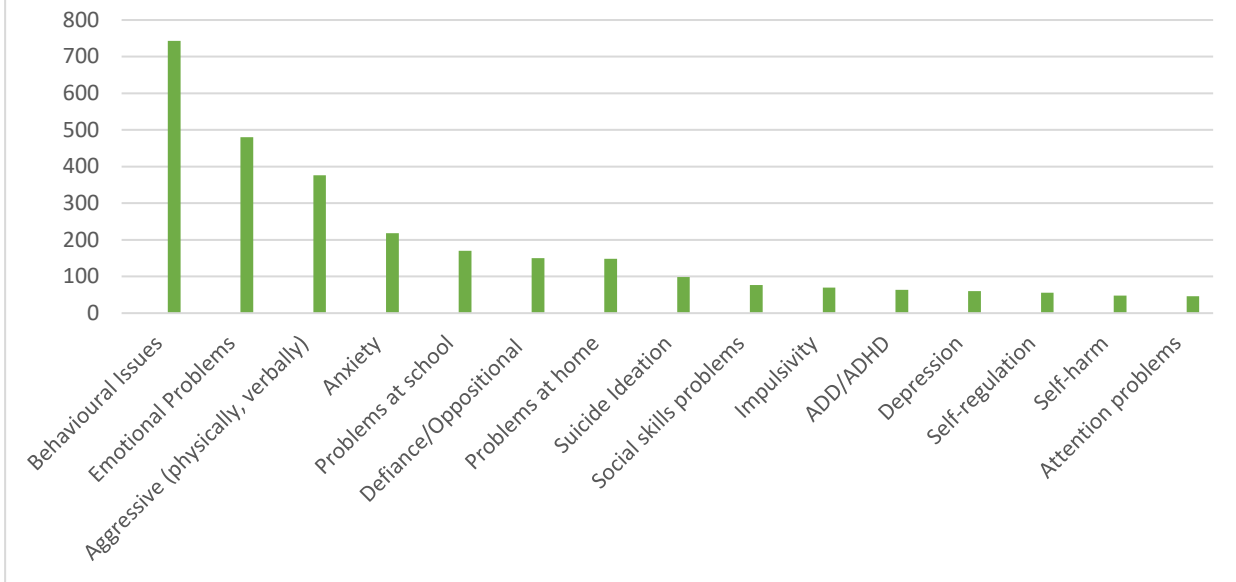
When asked what race clients identified with: 78% said white, 5% black, 3% Arab, 3% Indigenous, and 11% identified as Other (Chinese, Korean, Filipino).



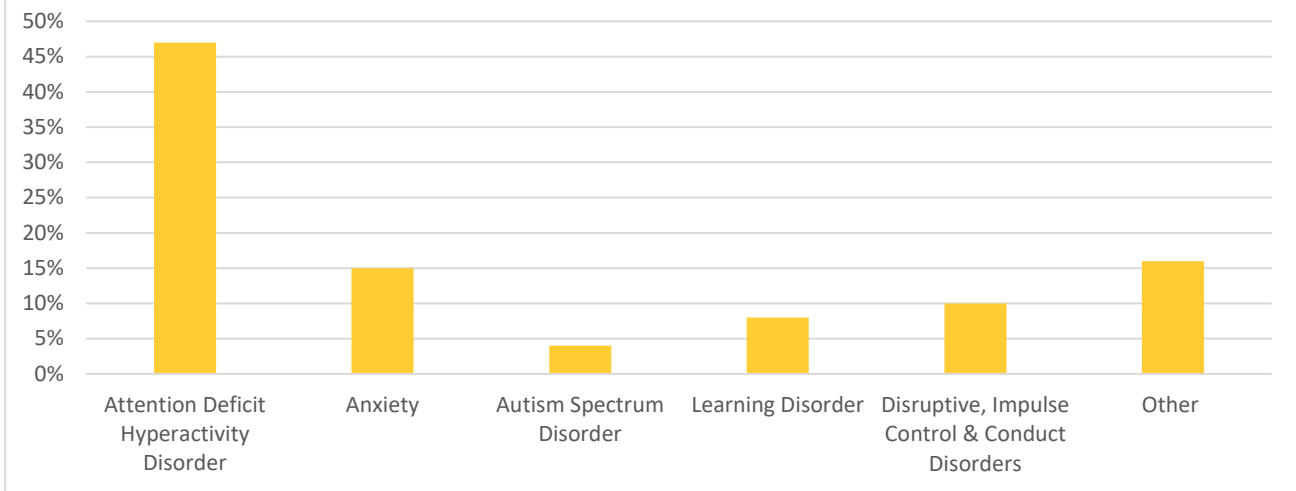
30% of families earned less than \$30,000. 21% earned between \$30 and \$59,999; 12% between \$60 and \$89,999; 17% between \$90 and \$119,999; 5% between \$120 and \$149,999 and 15% made more than \$150,000.

PRESENTING ISSUES

Number of clients

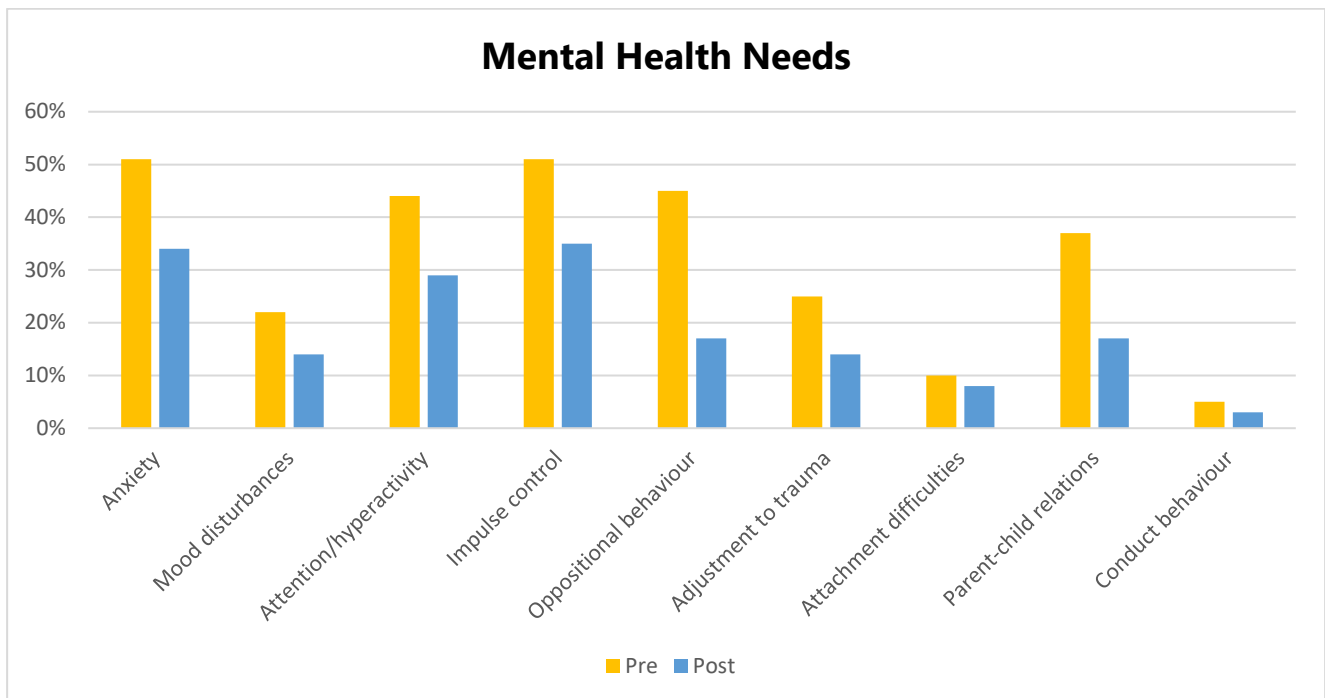
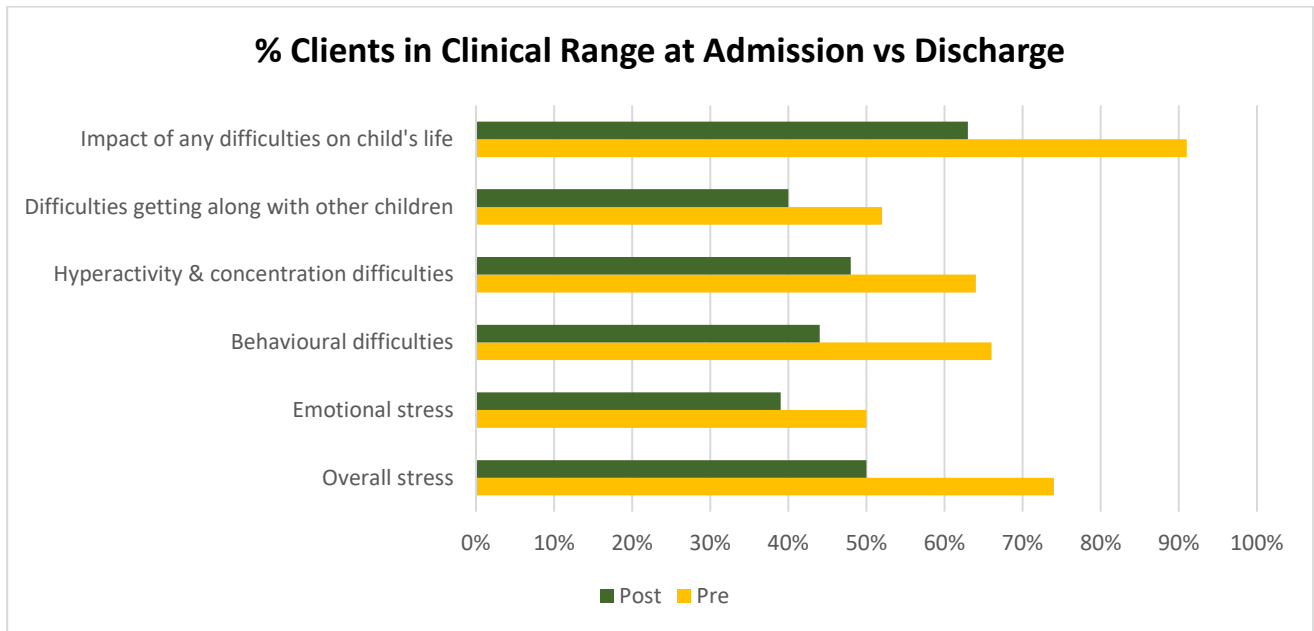


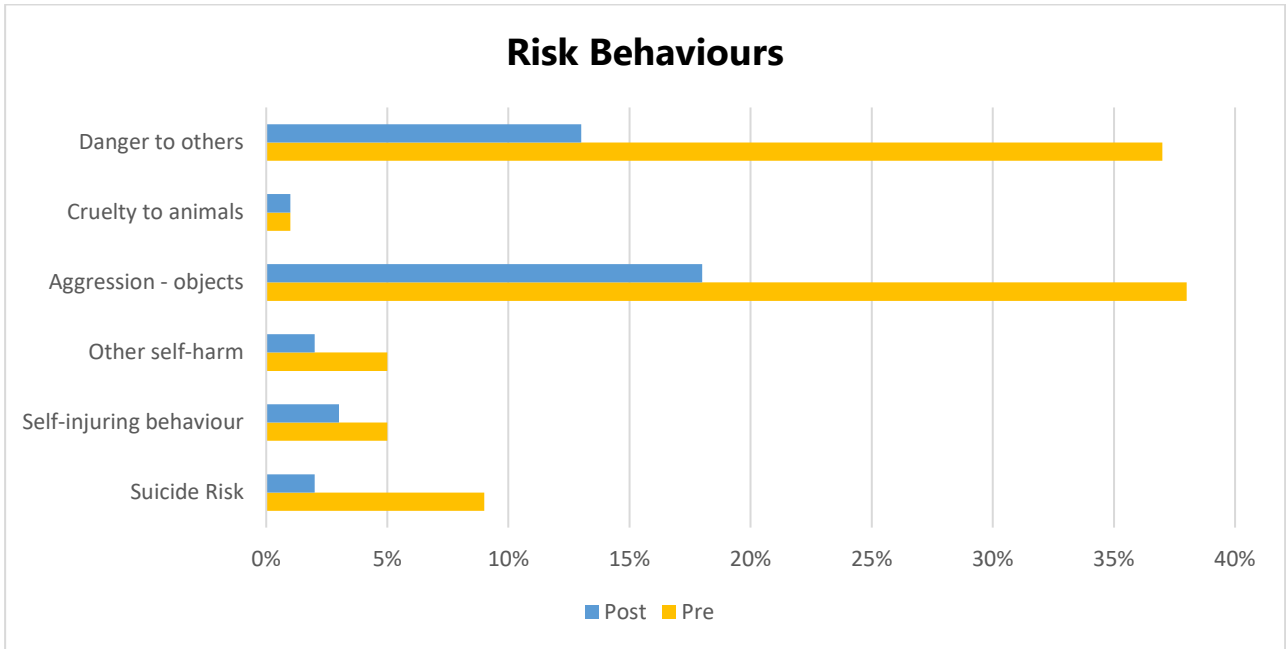
FORMAL DIAGNOSIS



Other: Depressive Disorder, Obsessive Compulsive & Related Disorders, Trauma & Stress Related Disorders, Tic Disorder, Intellectual Disorder, Communication Disorder

Rates of improvement following treatment at CCMHC:





FINANCIAL INFORMATION

CCMHC Audited Financial Statements 2021:



CCMHC Audited
Financial Statement:

