

# you turn

Youth Support  
Services

Services d'appui  
à la jeunesse



**AGM REPORT 2015-2016**  
**AGA 2015-2016, RAPPORT**



## MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

As we reflect on our 27th year, we are both extremely proud to be part of such an amazing and dynamic organization. The staff continued to demonstrate their capacity to deliver services that are not only considered best practice, but using evidence based models and tools with which to complete the evaluation. This approach and the agency's willingness to work with referral sources to craft unique "one of" responses to client's unique presenting problems have attracted interest in partnerships from the community. This year we were the proud recipient of funding from Ontario for the Gang Prevention and Intervention Program (GPIP), a program we are delivering in partnership with the John Howard Society of Ottawa. Funding from Justice Canada to deliver a gang intervention program and a partnership with the John Howard Society of Ottawa to provide family support for their Gang Exit Strategy (T4C).

We entered Phase 2 of our MOU with the Roberts Smart Centre and began sharing the Associate Executive Director position and we worked with Carleton University School of Social Work to complete a review of the Community Support Team (CST). We are ecstatic when we say we can now say with confidence that having a CST Worker will help a youth reduce their risk to reoffend.

None of this would be possible without the ongoing commitment and dedication of our staff! We are indeed fortunate. We would like to thank all of the staff and board members of youturn for your ongoing support. We would like to also acknowledge the support of both of our program supervisors with the Ministry of Children and Youth Services, Louise Marinier and Irene Bilinsky and look forward to more exciting times ahead. We may be small but we are mighty!

Respectfully submitted  
Lynn LaHam and Kathy Neff



**Kathy Neff**  
Executive Director



**Lynn LaHam**  
President of the Board of Directors

## ABOUT US

### Our Vision

**We shall be the champions of the health and well-being of our clients and deliver the best in client-centred services for youth.**

### Our Mission

**To ignite passion for success and transform the lives of our clients through individualized delivery of evidence-informed, client-centred interventions and family-oriented strategies.**

## OUR VALUES

### PROFESSIONALISM & RESPECT

Committed to the highest standards of professionalism and mutual respect in our interactions with clients, their families, and our community partners

### INTEGRITY

Committed to being honest and transparent and work to ensure trust by taking responsibility of our words and actions

### ACCEPTANCE & FLEXIBILITY

Embrace diversity, nurture an environment of inclusiveness and acceptance for all and champion, encourage and support innovative approaches to client-centred service delivery for the specific needs of our youth and their families

### CULTURAL COMPETENCE

Committed to providing services that are responsive to the cultural, racial and ethnic differences of our clients, staff and community partners

### TEAMWORK

Value the skill sets and individual contributions of our staff, and advance them in an atmosphere of collaboration for the benefit of our clients and their families

# BEST PRACTICES

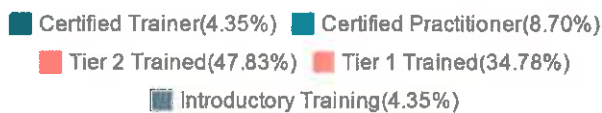
## Collaborative Problem Solving

CPS is an innovative approach to understanding and helping young people with behavioural, social and emotional challenges. Developed by Dr. Stuart Ablon from Massachusetts General Hospital, CPS is increasingly recognized as a best-practice model in a range of children and youth programming.

The foundation of the CPS model is a recognition that young people “do well if they can.” In other words, CPS is founded on an understanding that children and adolescents want to do well but in some cases, don’t know how to do so—they lack the skills to engage in healthy adaptive behaviour. Interventions and treatment based on CPS are aimed at giving young people the tools to fulfill their natural desire to succeed.

As part of the Ottawa CPS Community of Practice, youturn is working in collaboration with other children and youth agencies to provide a consistent treatment approach for children and families across sectors.

### Staff Training and Certification in CPS



## Risk-Need-Responsivity

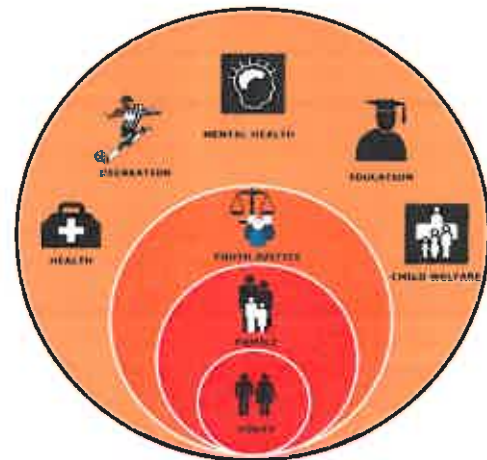
The research also speaks at length about the importance of matching the intensity of service to the relative risk and need of individual offenders. “The Risk Principle of Case Classification” (Andres et al. 1990) suggests that intensive services are more meaningful to high-risk youth, while low-risk youth can be safely assigned to less intensive services. Inappropriate matching of services to risk will be ineffective, non-productive and may actually increase the risk of youth to reoffend.

## Social-Ecological Approach

“Research has shown that treating the youth in isolation from the family, school peer and neighbourhood systems means that any gains are quickly eroded upon return to the family.” Alan Lescheid Ph.D. Psych., University of Western Ontario

Youturn has promoted and utilized a socio-ecological approach towards intervention since 2000. This approach includes:

- Exploring the strengths and need areas of the systems involved in the youth’s life
- Accessing support from systems to develop and implement interventions to diminish risky behaviour
- Providing supports in all spheres of the young person’s life – their immediate family, extended family, peers, neighbourhood, school and community
- Working with families as full collaborators in treatment planning and delivery, with a focus on family members as the long-term change agents



## Cognitive Behavioural Therapy

“More than any other intervention Cognitive Behavioural therapy has garnered the greatest amount of attention in relation to effective correctional treatment.” Alan Lescheid Ph.D. Psych., University of Western Ontario

There is considerable research that supports the role that cognitive behavioural therapy (CBT) plays in effective correctional treatment. The use of CBT is integral in the development of many of our clients’ intervention plans.





# COMMUNITY PARTNERSHIPS



## A DIFFERENT STREET (ADS)

**A Different Street (ADS) is a transitional housing program with clinical services and supports. Created in alliance with the John Howard Society of Ottawa, it is designed for young men exiting the criminal justice system with the skills and knowledge to learn self-sufficiency and attain long-term independence.**

**The ADS program provides a structured and stable home-like environment. Through the services of on-site counsellors and community supports, these young men are also provided with opportunities to receive educational upgrading, and to develop both vocational and life skills.**

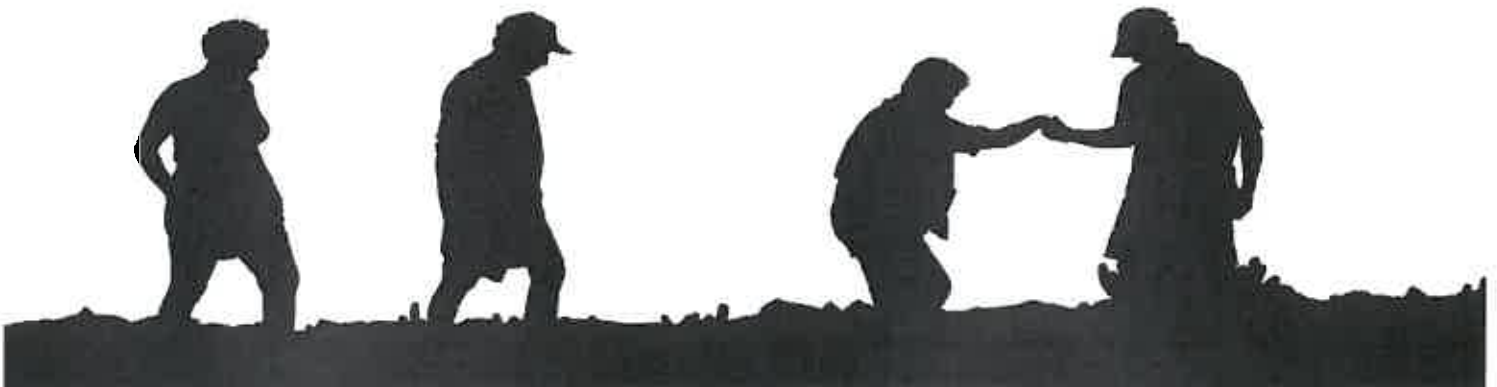
**The ultimate goal is to assist the youth to transition back into the community.**



**The St. John Bosco Achievement Centre (JBAC) is a voluntary educational program for youth who have/are been involved in the criminal justice system and who are working towards high school credits and/or employment skills.**

**In partnership with the Ottawa Catholic School Board, JBAC is an academic program tailored to an individual's needs and allows each young person to work at their own pace to acquire credits.**

**The overall goal of the program is to empower youth to use what they learn at JBAC to further advance in their education and improve their employment options.**



# Program Evaluation

## Does working with the Community Support Team reduce youth risk for recidivism?

1. Quantitative Program review  
Pre/post assessment data from 2 assessment tools
  - YLSCMI (recidivism measure)
  - CANS (mental health assessment)

2. Qualitative Program Analysis
  - staff online survey



From September 2015-June 2016 the team from Carleton University conducted a qualitative and quantitative analysis of the CST program.

Carleton University Team: Rebecca Comeau, Julie Harper, Jennifer-Luypaert-O'Rourke, Evelyn Wong and Dr. A. Van de Sande

Youturn Team: Leigh Couture, Bryn Ansell, Sarah Mouchet and Michelle Prud'Homme

**Scores from 16 of 20 assessment subcategories shifted downward indicating a reduced risk for recidivism post program**



YLS-CMI 2.0  
6 of 8 sub-domains measured shifted down

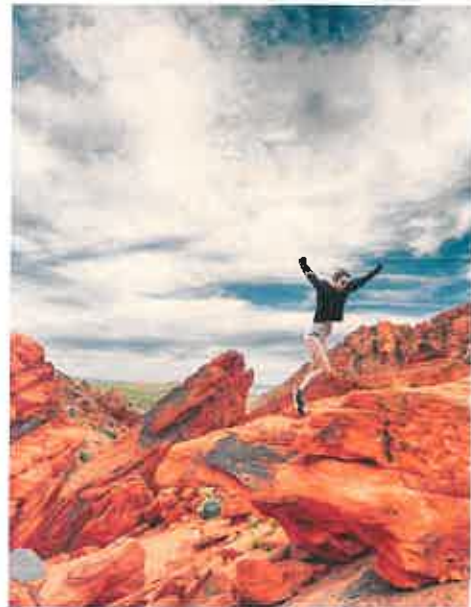


CANS  
10 of 12 sub-domains showed improvement in mental health functioning



Participation in the CST program demonstrated client decrease in risk for recidivism

## FINDINGS



# REPORT HIGHLIGHTS



"Youturn's CST program largely seems to have a minimizing effect on behavioral risks associated with recidivism. These results appear to support current literature..."

*-Turning it around program report - Quantative Analysis*

"Responses indicated that CST had positive effec on reducing youth recidivism"

*-Turning it around program report - Qualitative Analysis*



"I think the CST program helps reduce the risk of recidivism."



"CST is able to meet the youth where they are at"



"As a client centred service, CST strives to solely focus on the goals fo their clients"

Mean scores from 16 out of 20 YLS-CMI and CANS combined sub-categories shifted downward and were found to be statistically significant indicating a reduction in recidivism risk.

One category showed an increase in risk score (YLS/CMI prior/current offences)

Three of the combined subcategories were found to be statistically not significant



# DOES THE CST PROGRAM REDUCE RISK FOR RECIDIVISM?



## Review of YLS-CMI assessment data

The team reviewed all pre/post assessments from September 2013 - September 2016 (179 clients). Of the 8 domains captured by the assessment the found that the program showed improvement in the areas of:

- Family circumstances/  
Parenting
- 
- Education/Employment
- 
- Peer Relations
- 
- Substance Abuse
- 
- Leisure/Recreation
- 
- Personality/Behaviour



## Review of CANS assessment data

The team reviewed all pre/post assessments from September 2013 - September 2016 (153 clients). Of the 12 domains captured by the assessment 2 were found not to have statistical significance, and the remaining 10 found that the program showed improvement in the 10 areas of:

- Executive Functioning
- 
- Emotion Regulation
- 
- Social Skills
- 
- Mental Health
- 
- Risk Behaviours
- 
- Educational Needs
- 
- Child/Youth Individual Strengths
- 
- Child/Youth Environmental Strengths
- 
- Parent/Caregiver Need/Strengths
- 
- Family Need/Strengths





### THE CHAMPLAIN YOUTH JUSTICE SERVICE COLLABORATIVE

As part of the Intersections Steering Committee, staff from youturn provided leadership, monitoring and advice on the overall implementation, evaluation and sustainability of the Intersections program. Due to the success of this initiative additional services have been created that clients can now access throughout Ottawa, SDG and Renfrew.



**INTERSECTIONS**

Le projet de services judiciaires pour les jeunes avec la collaboration de Champlain

<http://servicecollaboratives.ca/servicecollaborativo/champlain-justice/>

### THE OTTAWA GANG STRATEGY

From 2009 through to 2016, youturn has played a key role in the development and implementation of the Ottawa Gang Strategy. Together with the city of Ottawa, Ottawa Police Service and various local service providers, youturn has contributed to the overall success of the initiative. In 2014 youturn began engaging families as part of the Supporting Families - Siblings at Risk pilot project. Following the completion of the pilot project, youturn developed and implemented two new programs aimed at continuing to support youth and families impacted by gangs in Ottawa.

[http://ottawa.ca/calendar/ottawa/citycouncil/opsh/2013/06-24/2a-Ottawa Gang Strategy - Annex-FINAL.pdf](http://ottawa.ca/calendar/ottawa/citycouncil/opsh/2013/06-24/2a-Ottawa%20Gang%20Strategy%20-%20Annex-FINAL.pdf)

### INTEGRATED PLAN OF CARE (IPC) PROCESS



Ottawa Service Collaborative

The Integrated Plan of Care (IPC) process was created by the Ottawa Service Collaborative. The IPC process is a mental health initiative aimed at connecting children, and youth with complex needs and their families to services within the community. Youturn staff have served as members of the Service Collaborative Membership and the Service Collaborative Implementation Team since the initiative's inception. Youturn provided input and consultation during the development and implementation of the process. Youturn alongside 22 partner agencies across multiple service sectors played a pivotal role in the initiative's success.

<http://servicecollaboratives.ca/creating-opportunities-for-collaboration-in-ottawa/>

## CLIENT AND STAFF SUCCESS

"I wanted to share a few thoughts with you. I worked with CST Worker Jenna Boucher, and I would like to tell you that she has been so great with my <youth>. I like a lot working with Jenna as she has been the best support <youth> could have had"

"Emmanuelle has a client that has recently been granted acceptance to attend college in the fall for esthetics!"

"Bryn worked wonderfully with this youth and despite initial barriers she was willing to be flexible and creative in establishing a way to connect with this youth. The family and myself were grateful for this intervention"

"Sabrina established excellent rapport with <youth>. She was often involved with crisis management and managed effectively each time. Great communication and collaboration. <youth> had positive reports when asked about CST"

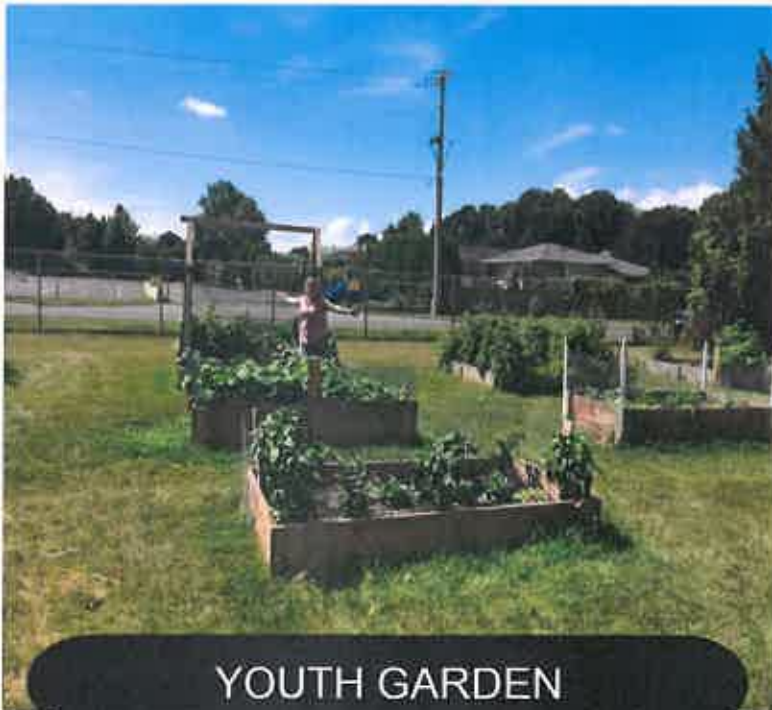
"In September 2014, this writer made a referral to the Community Support Team. Due to the urgency of this request, <youth>'s file was assigned to CST worker Nathalie Bourget in October 2014. At this point in time, there were ongoing issues occurring in <youth>'s life, which resulted in Ms. Bourget often assisting the family with crisis management. Since their initial contact, <youth> has required a tremendous amount of support from Ms. Bourget, who has proven to be an invaluable asset in <youth>'s life."

"Luke was a wonderful support to <youth> and Luke did an exceptional job working with this challenging case"



"A student obtained his high school grade 10 certificate"

"A 17 year old student obtained her first high school credit"



YOUTH GARDEN

"I worked with a youth, while I was there as a CST at ADS, who was referred to the program by The Family Shelter. The youth had originally been staying at the Young Men's Shelter. Since he started living at ADS at the end of 2014, he has been able to complete his high school diploma, participate in employment related activities, develop stronger social skills that would lead to more positive and rewarding relationships with others, and most importantly, he has been able to improve his relationship with his family."

"I have a client from three years who was extremely challenging to engage, who continues to contact me from time to time to provide updates, and seek support"

"I had a client that prior to our involvement had 52 convictions and accumulated no new charges while involved with CST, enrolled in school, secure independent accommodations and secured employment"

"Students learned beading from an Inuit student and made dream catchers to support her culture"

## 2015-2016 Staff Team

### Counsellors

Andrew Austin  
Bryn MacDonald  
Dan Wodzinski  
Dean Gervais  
Emmanuelle Sabourin  
Ericka Keranen  
Erin Oakie  
Heather Loynachan  
Jenna Boucher  
Luke Smith  
Matt Kennedy  
Melanie Black  
Melissa McEwan  
Michelle Prud'Homme  
Mike Black  
Natalie Bourget  
Sabrina Bruton  
Sophie Collins  
Stephanie Campbell  
Taylore Mattice



### Leadership Team

Katherine Neff  
Leigh Couture  
Letitia Hodge  
Lisa Bevington  
Louise Burness  
Haley Asbil  
David Haughton  
Jen Parry  
Marv Johnston  
Sarah Mouchet

### Database Extraordinaire

Thank you to Tom Hicks, our volunteer!

### Special thanks

Mark Routliffe  
Residential Director, A Different Street  
Glenn Green  
Teacher, St John Bosco Achievement Centre





## **BOARD OF DIRECTORS**

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### **President**

**Lynn LaHam - Finance Director, Crossroads Children's Centre**

### **Past President**

**Greg Motayne - Psychiatrist, Family Court Clinic, Royal Ottawa Mental Health Care Group**

### **Vice President**

**Shirley Rocque - Retired Manager, Ontario Ministry of Education**

### **Treasurer**

**Emily Nguyen - Controller, Accreditation Canada**

### **Members-at-Large**

**Jodi Mosley Director - Stepping Stones Foster Care**

**Michel Vallée - Professor, Carleton University**

**Lynda Robertson - Psychologist, Ottawa- Carleton District School Board**

**Kathy Hryshko Renaud - Financial Advisor, Financial Services for CIOB/HRB/OPO,  
Public Works and Government Services Canada**

**Arthur Ayers - Lawyer / Notary Public**

**Mary Durst - Retired Principal, Ottawa Catholic School Board**

**Beverley Armitage - Retired Family Physician**

**Lynn Graham - Retired Chair and Trustee, Ottawa-Carleton District School Board**

### **Executive Director**

**Katherine Neff**



# STATEMENT OF OPERATIONS 2015-2016

## YOUTURN - YOUTH SUPPORT SERVICES STATEMENT OF OPERATIONS FOR YEAR ENDED MARCH 31, 2016

REVENUE	2016	2015
<b>Ministry of Children and Youth Services</b>		
CST	\$ 833,584	\$ 868,204
ISSP	453,776	423,724
GPP	89,898	
JBAC	79,106	79,106
YITW	70,000	70,050
ADS	28,937	28,937
SDG	2,745	4,077
Supervision		35,000
Reintegration		17,362
CST - Adult		4,755
	<u>1,558,046</u>	<u>1,531,215</u>
<b>Other:</b>		
Children's Aid Society of Ottawa	154,046	142,151
John Howard Society	124,313	109,049
OCCSB	25,459	24,593
Ministry of Justice	14,419	
Other program revenue	4,546	16,088
	<u>322,783</u>	<u>291,881</u>
<b>TOTAL REVENUE</b>	<b>1,880,829</b>	<b>1,823,096</b>
<b>EXPENSES</b>		
<b>Ministry of Children and Youth Services (Schedule)</b>		
CST	850,321	884,213
ISSP	456,049	410,305
GPP	87,249	
JBAC	79,106	79,106
YITW	70,000	69,853
ADS	26,796	28,937
SDG		34,111
Supervision	2,745	4,077
Reintegration		17,362
CST - Adult		4,755
	<u>1,572,266</u>	<u>1,532,719</u>
<b>Other:</b>		
Children's Aid Society of Ottawa	154,046	142,151
John Howard Society	124,313	109,049
OCCSB	25,459	24,593
Ministry of Justice	13,172	
	<u>316,990</u>	<u>275,793</u>
<b>EXPENSES</b>	<b>1,889,256</b>	<b>1,808,512</b>
<b>NET REVENUE (EXPENSES) FOR THE YEAR</b>	<b><u>-\$ 8,427.00</u></b>	<b><u>\$ 14,584</u></b>