BOARD OF DIRECTORS 2017-2018

PRESIDENT

Lynn LaHam
Director of Finance, Crossroads Children’s Centre

VICE-PRESIDENT

Shirley Rocque
Manager (retired), Ontario Ministry of Education

TREASURER

Michael Ennis
Assistant Deputy Minister (retired), Ministry of Health and Long Term Care

EXECUTIVE DIRECTOR

Katherine Neff

DIRECTORS

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Family Physician (retired)

Mary Durst
Principal (retired)
Ottawa Catholic School Board

Lynn Graham
Chair and Trustee (retired)
Ottawa-Carleton District School Board

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Barrister and Solicitor
Hale Criminal Law Office

Cathy Hay
Owner
Hay Design Incorporated

Kathy Hryshko-Renaud
Financial Advisor
Indigenous and Northern Affairs Canada

Stefan Keyes
News Anchor
CTV

DEPARTING MEMBER

Lynn Graham
Director
Guest Speaker
David Remington
Director, East Region

David joined the Ontario Public Service in 2007 working with both MCYS and MCSS as a Program Supervisor and then as a Community Program Manager. He has managed a number of program areas and client issues including child welfare, vulnerable adults, and developmental services. Prior to joining the OPS, David held senior leadership positions in business and municipal government, and has led diverse teams through large complex change initiatives in multiple sectors.
Strategic Plan
(2017-2020)

Programs & Services

Create Partnerships with Community Health Teams
- Facilitate improved access to, and continuity of, primary care services;
- Address physical health, addictions and mental health needs;
- Provide training re working with this population.

Develop Training Services
- Leverage yourturn's leadership role in service delivery;
- Develop a “Centre of Expertise” re Collaborative Problem-Solving (CPS) and Feedback-Informed Treatment (FIT);
- Develop “in-house” subject matter experts – certified practitioners and trainers.

Expand Programs and Services
- Provide services and support for victims and offenders of Human Trafficking;
- Expand services for Transitional Aged Youth (16-21 years old);
- Increase visibility through partnerships and services in the counties.

 Advocate for the establishment of French Language Educational Services
- Advocate for the establishment of a French Language program, funded under the Educational Programs for Pupils in Government Approved Care and or Treatment, Custody and Correctional Facilities.

Organizational Capacity

Develop New Funding Sources
- Access funding for non-government funded operational requirements and programs;
- Explore the benefits of creating a foundation;
- Examine potential for new partnerships;
- Engage a media champion;
- Implement communications strategy to support fundraising.

Strengthen Organizational Effectiveness and Sustainability
- Explore partnerships with other agencies;
- Clarify Board succession planning and strengthen orientation process for new Board members;
- Facilitate professional developmental opportunities for staff;
- Continue to strengthen communication strategies.

Increase Cultural and Linguistic Diversity of Staff
- Improve capacity to serve youth and families from diverse communities.
As we reflect upon this past year, we are delighted to highlight a number of significant accomplishments that once again speak to the energy, creativity and commitment of this organization. The staff continued to demonstrate their capacity to deliver services that are considered best practice, using evidence based models and tools. Once again our work was recognized by the Ministry who announced that the agency had been awarded funding to deliver a three year pilot focused on youth who are at risk of or victims of human trafficking. In addition that they would fund an additional half position in the Youth in Transition program to also focus on youth involved in human trafficking. The agency’s responsiveness and willingness to work with older, hard to serve youth also permitted us to develop and work with a number of new referral sources and to craft “one of” responses to a client’s unique presenting problems.

As an agency we are committed to strengthen our use of evaluation. A group of students from the School of Social Work at Carleton University examined data collected through Feedback Informed Treatment (FIT) and Youth Level of Service (YLS), from clients who completed the On Point (Gang Intervention) Program and were able to identify a number of areas of successful impact. FIT, is an evidence-based approach for evaluating and improving the quality and effectiveness of our services and we were delighted to receive a grant from the Community Foundation of Ottawa that allowed full training of all youturn staff members in addition to providing training workshops across Eastern Ontario.

We were also delighted to receive a generous donation from a family foundation that will permit the agency to implement some addictions programs.

On March 31st we ended our MOU with the Roberts Smart Centre and decided that as a result of our growth over the past five years that the best organizational model for youturn would be to have a dedicated ED.

A number of new members joined the Board of Directors and over the course of the year the Board’s committee structure was reviewed and restructured. We now have some very active committees and we are very proud of what we have been able to accomplish. All of our members have participated in a least one committee in addition to the monthly board meetings. As a result of this we now have some very active fundraising underway and we are in the midst of a complete policy review.

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 all three of our program supervisors with the Ministry of Children and Youth Services and the Ministry of Community and Social Services Louise Marinier, Irene Bilinsky and Karen Derochie. We look forward to more exciting times ahead.

We are extremely proud to be part of such an amazing and dynamic organization.

Respectfully submitted,

Lynn LaHam and Kathy Neff
Scope of Programs

- Clients served: 430
  - Male: 294
  - Female: 136
- English: 396
  - French: 34
- Geographic Region: Ottawa, Stormont, Dundas, Glengarry, Prescott-Russell, Renfrew
- Whom we serve: Youth aged 12 to 21 and their families across all youth programs
- Kilometers driven to deliver services: 258,347
- 100% of all ISSP clients had a Mental Health Diagnosis
  - 52% with substance abuse
  - 23% as suicidal
  - 29% with dual diagnosis or pervasive dual diagnosis
- 65% of all clients had a Mental Health Diagnosis
  - 21% presented as suicidal ideation
- 33% were referred for family counselling
  - 50% for Mental Health challenges
- 14% lived on their own
  - 45% not with a family member
- 6% were parenting
YOUTURN AT A GLANCE

ON POINT
(GANG PREVENTION/INTERVENTION PROGRAM)

Service: A youth worker will work with the identified youth, their siblings and family to reduce recidivism rates and [risk of] gang involvement. The Prevention component is being rolled out by the John Howard Society of Ottawa in collaboration with youturn.

For Whom?: Youth who are involved in, or vulnerable to gangs — including siblings and extended family of gang members. Qualifying criteria can include neighbourhood of residence, interest in gang activities, or having been approached for recruitment reasons. Give us a call if you’re not sure!

Region: Ottawa, and Prescott-Russell (Russell County & Rockland).

Referrals: Professional, family, community member, or self-referral—form available on our website (below)
http://www.youturn.ca/supporting-families/referral-form/

Language: English & French

Clients Served in 2017/18: 21

INTENSIVE SUPPORT & SUPERVISION PROGRAM (ISSP)

Service: The ISSP is an individualized, comprehensive and integrated treatment program — with services and supports customized to address the youth’s specific mental health and/or developmental needs.

For Whom?: Custody eligible young persons who are found guilty of a criminal offence and who are diagnosed with a mental health disorder(s) or developmental delay, or both (dual diagnosis) - contact for more info!

Region: Eastern Ontario

Referrals: Court-ordered, or Probation Officer

Language: English & French

Clients Served in 2017/18: 23

ST. JOHN BOSCO ACHIEVEMENT CENTRE (JBAC)

Service: The Achievement centre provides an individual educational program for youth who have struggled in a regular school setting and cannot, for various reasons, attend mainstream or alternative programs. The classroom is located at the Operation Come Home (OCH) site, 150 Gloucester St, and students will have the opportunity to engage in services offered by OCH such as employment and addictions counselling.

For Whom?: Students attending the program are generally between 14-17 years old and are able to participate in an independent learning classroom environment.

Region: Eastern Ontario

Referrals: www.youturn.ca —our services

Language: *This program is offered through the Ottawa Catholic School Board and is not available in French.

Clients Served in 2017/18: 29
YOUTH IN TRANSITION WORKER (YITW)

**Service:** The youth in transition worker helps youth to develop and pursue their goals, and supports them to identify, access, and navigate adult service systems relevant to their specific needs. They support youth to connect to existing supports and resources within their communities including, housing supports, education resources, employment services and training, life skills training (e.g. financial management, household management), health and mental health services, and legal services.

**For Whom?:** Youth ages 16-24 who are Crown ward, legal custody order or formal customary care agreement prior to 18th birthday OR eligible for renewed youth supports.

**Region:** Ottawa, and Renfrew County

**Referrals:** http://www.youturn.ca/youth-in-transition-worker-program/

**Language:** English & French

**Clients Served in 2017/18:** 59

Community Support Team (CST)

**Service:** The CST program is an individualized, comprehensive and integrated treatment program — with services and supports customized to address the youth’s specific needs with the over-arching goal of reducing recidivism.

**For Whom?:** Youth deemed moderate to high risk (probation RNA) who have not been previously successful with service providers.

**Region:** Eastern Ontario

**Referrals:** Probation Officer or Children’s Aid Worker

**Language:** English & French

A Different Street Housing (ADS)

**Service:** The ADS program provides a structured and stable home-like environment. This is a partnership program with John Howard Society — youturn provides the services of on-site counsellors and community supports.

**For Whom?:** Males aged 16 and up, who may have been recently released from custody; are on probation; conditional supervision; community supervision orders, or otherwise could benefit from transitional housing.

**Region:** Eastern Ontario

**Referrals:** Probation officer or CAS Worker

**Language:** English & French
Service: Provides community based counseling support to young people who are vulnerable to, or who have survived human trafficking. Our aim is to focus on the unique needs of each youth and create an individualized service plan that reduces the risk for further involvement in human trafficking activities. We work in conjunction with each youth’s formal and informal support system, providing direct interventions combined with system navigation to link participants with longer term supports.

For Whom?: Youth aged 12-25 who are presently involved in human trafficking, identified as survivors of human trafficking, or who are at risk of becoming involved in human trafficking.

Region: Ottawa

Referrals: Professional, family, or self-referral—form available on our website (below)

http://www.youturn.ca/next-chapter-anti-human-trafficking-program/

Language: English & French

Clients Served in 2017/18: 6

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YOUTH IN TRANSITION — ANTI-HUMAN TRAFFICKING PROGRAM

(YITW—HT)

Service: The youth in transition—HT works in a similar fashion to the YITW but works specifically with youth involved, or at risk of becoming involved, in Human Trafficking. The worker assists youth connecting with support agencies in their community such as Voicefound, sexual health supports, housing supports, education resources, employment services and training, life skills training (e.g. financial management, household management), health and mental health services, and legal services. The worker can also support youth in developing goals around their specific risk areas.

For Whom?: Youth ages 16-24 who are involved in human trafficking, survivors of human trafficking, or at risk of becoming involved, as well as Crown ward, legal custody order or formal customary care agreement prior to 18th birthday OR eligible for renewed youth supports.

Region: Ottawa, and Renfrew County

Referrals: http://www.youturn.ca/youth-in-transition-worker-program/

Language: English & French

Clients Served in 2017/18: 5

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The youturn Difference

- Client-centered programming
- Individualized service delivery
- Community based & mobile
- 24hr on-call support
- Highly flexible & dedicated staff
- Extension of service to caregivers
In 2017, Carleton University undertook an evaluation of the On Point Gang Prevention/Intervention Program.

The Carleton study identified that overall, youth involved in the On Point program demonstrate reduced risk for re-offending at program completion. We have demonstrated success particularly with regard to education, employment, personality and behaviour.

Here are some of the findings:

“...the On Point program had a large effect on the change seen in the Education and Employment domain.”
- Carleton University, Final Research Report (2018)

“This means that some of the decrease in risk score that was seen in the Personality and Behaviour domain can be attributable to the On Point program and is not solely due to chance.”
- Carleton University, Final Research Report (2018)

Early findings demonstrate that clients who identify a stronger therapeutic alliance with their worker (using FIT) are more successful with regard to academic and employment pursuits, specifically.
- Carleton University, Final Research Report (2018)

Feedback Informed Treatment (FIT)

Feedback Informed Treatment is an approach for evaluating and improving the quality and effectiveness of counselling and behavioural health services. In 2018, staff at all levels of the agency completed training with our in-house certified trainer, and have begun implementing the FIT measures in their direct-client work. Research shows that the largest predictor of positive outcomes in behavioural health services is the strength of the therapeutic alliance. Using the FIT measures, our clients are reporting in a formal, consistent and measurable way, just how helpful they find the approach of their counsellor, and how received services are impacting their sense of overall well-being.

FIT Implementation has been just as important within the agency’s internal culture as well. The Initial Implementation Team (IIT) wrapped up and this year, the Transition Oversight Group (TOG) began their work. Each committee involves staff from all levels of the agency. The committees have recommended necessary adjustments to most internal practices to fully embrace Feedback Informed Treatment. Not only are our clients seeing a slightly different approach, but the agency has also been working hard to cultivate an internal culture of feedback, as well.

As always, youturn is excited about sharing our experience and knowledge. Thanks to the Ottawa Community Foundation, youturn was able to share two days of fun and learning with 64 professionals from 25 different agencies from across the Eastern Ontario region. By the end of the year, youturn trained a total of 92 professionals in Feedback Informed Treatment.

More information about Feedback Informed Treatment can be found at: www.scottdmiller.com
Success Stories 2017-2018

- Rural client secured full time employment with the support of CST
- Youth secured stable housing and employment with the support of YITW
- Youth cut ties with human trafficking, completed high school, and secured housing
- YITW successfully supported youth to improve mental health and quality of life
- CST client successfully earned high school diploma
- Rural client successfully completed residential substance abuse treatment and continues to maintain sobriety
- 100% of staff team trained in Feedback Informed Treatment
- YITW supported youth in addressing conflict with landlord and assistance in accessing legal support
- Youth’s family recognized profound impact of CST
- CST provided trauma informed counselling to support youth in accessing pro-social activities
- Rural long-term client to attend college in the fall
- YITW supported youth in confronting mental health challenges while maintaining school placement
- 7 staff members completed CPS Tier 1
- 3 staff members completed Intensive Advance Feedback Informed Treatment training
- CST worker became a Registered Psychotherapist
- JBAC granted 39 high school credits
- Youth cut ties with human trafficking, completed high school, and secured housing
- Client successfully left negative peer group and is now working full time in the trades
- CST supported youth in maintaining placement in the family home
- Client successfully left negative peer group and is now working full time in the trades
- YITW supported youth in addressing conflict with landlord and assistance in accessing legal support
- Yousurn increased community ties and relationships with other youth serving agencies
- 100% of staff team trained in Feedback Informed Treatment
- 3 staff members completed Intensive Advance Feedback Informed Treatment training
- Client successfully left negative peer group and is now working full time in the trades
- CST supported youth in establishing contact with birth parents
- Client successfully left negative peer group and is now working full time in the trades
- Delivered Feedback Informed Treatment Training to a variety of community partners
- ISSP client returned to school after 5 years
- CST supported youth in establishing contact with birth parents
- Client successfully left negative peer group and is now working full time in the trades
- CST worker successfully and safely navigated the emergency retrieval of an AWOL youth in collaboration with Ottawa Police, Gatineau Police, and group home staff
- YITW supported youth in addressing conflict with landlord and assistance in accessing legal support
- Client successfully left negative peer group and is now working full time in the trades
- CST supported youth in establishing contact with birth parents
- Client successfully left negative peer group and is now working full time in the trades
- YITW supported youth in confronting mental health challenges while maintaining school placement
STAFF TEAM 2017-2018

COUNSELLORS
Andrew Austin
Bryn MacDonald
Carley McKenna
Dan Wodzinski
David Bower
Dean Gervais
Derec Potter
Elizabeth World
Erika Burns
Erin Higgins
Erin Oakie
Heather Loynachan
Jenna Boucher
Jessica Whelan
Kristen Lafleche
Luke Smith
Mara Rothschild
Matt Kennedy
Melanie Black
Mike Black
Sabrina Bruton
Stephanie Campbell
Taylore Mattice

LEADERSHIP TEAM
Katherine Neff
Leigh Couture
Letitia Hodge
Louise Burness
Amanda Kealty
David Haughton
Marv Johnston
Michelle Prud’Homme
Sarah Mouchet

VOLUNTEERS
Dale Locey
Tom Hicks

STUDENTS
Mariella Greatbanks
Nicole Bouchard

SPECIAL THANKS
Glenn Green
Teacher
St. John Bosco Achievement Centre

Mark Routliffe
Residential Director
A Different Street

YEARS OF SERVICE AWARDS

5 YEARS
Louise Burness
Bryn MacDonald
Taylore Mattice
# Statement Of Operations

## For the Year Ended March 31, 2018

### Revenue

<table>
<thead>
<tr>
<th>Ministry of Children and Youth Services</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>CST</td>
<td>$840,676</td>
<td>$831,634</td>
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<tr>
<td>ISSP</td>
<td>432,473</td>
<td>455,358</td>
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<tr>
<td>GPP</td>
<td>233,000</td>
<td>233,000</td>
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<tr>
<td>YITW</td>
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<td>72,917</td>
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<tr>
<td>JBAC</td>
<td>80,060</td>
<td>81,316</td>
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<tr>
<td>Reintegration supervision</td>
<td>41,133</td>
<td>-</td>
</tr>
<tr>
<td>ADS</td>
<td>34,467</td>
<td>35,741</td>
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<tr>
<td>Reintegration</td>
<td>10,331</td>
<td>18,236</td>
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<thead>
<tr>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>Children's Aid Society of Ottawa</td>
<td>201,811</td>
<td>118,690</td>
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<tr>
<td>John Howard Society</td>
<td>176,145</td>
<td>160,635</td>
</tr>
<tr>
<td>Ministry of Justice</td>
<td>107,143</td>
<td>106,337</td>
</tr>
<tr>
<td>Ministry of Community and Social Services</td>
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<td>OCCSB</td>
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<td>Other program revenue</td>
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<tr>
<td>Ottawa Community Foundation</td>
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<tr>
<td>SDG</td>
<td>-</td>
<td>5,904</td>
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| Total Revenue                          | $1,784,640 | $1,728,202 |

### Expenses

<table>
<thead>
<tr>
<th>Ministry of Children and Youth Services (Schedule)</th>
<th>2018</th>
<th>2017</th>
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</thead>
<tbody>
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<td>CST</td>
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<td>YITW</td>
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<td>JBAC</td>
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<tr>
<td>Reintegration supervision</td>
<td>41,133</td>
<td>-</td>
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<tr>
<td>ADS</td>
<td>34,467</td>
<td>35,741</td>
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<tr>
<td>Reintegration expenses</td>
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<td>17,966</td>
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</table>

<table>
<thead>
<tr>
<th>Other (Schedule)</th>
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</thead>
<tbody>
<tr>
<td>Children's Aid Society of Ottawa</td>
<td>201,811</td>
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<td>John Howard Society</td>
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<tr>
<td>Ministry of Justice</td>
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<td>Ministry of Community and Social Services</td>
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<td>OCCSB</td>
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<td>SDG</td>
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| Total Expenses                                   | $1,800,461 | $1,736,402 |

### Net Revenue (Expenses) for the Year

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue (Expenses)</td>
<td>$9,402</td>
<td>$(6,317)</td>
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McCAY DUFF LLP, CHARTERED PROFESSIONAL ACCOUNTANTS