



ANNUAL REPORT 2019–2020

Resilient We Grow.

LAND ACKNOWLEDGEMENT

At Child Development Institute we acknowledge that the land on which we work is the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, the Wendat and the Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit. Our community is home to many diverse First Nations, Inuit and Métis peoples, and we recognize the enduring presence of Indigenous Peoples on this land.





Cover art:

Chief Lady Bird

Vulnerable and Powerful (2020)

@chiefladybird

In the words of the artist: "I am an Anishinaabe kwe from Rama First Nation and Moose Deer Point First Nation and my pronouns are she/her. I am a freelance artist and I specialize in woodland style painting, digital illustration and murals. I create art about Indigenous empowerment through sexuality, connection to land and language, body positivity, cultural celebration and identity explorations."

Throughout this Annual Report, client names have been changed for privacy.

A message from the CEO & BOARD PRESIDENTS

2019–2020 marks a year of significant change at Child Development Institute (CDI). As we deepened our knowledge and broadened our reach across all four of our specialized streams of care, our ongoing commitment to making a measurable lifelong impact on the mental health and well-being of children, youth and their families has led to significant advances across the agency.

This year speaks to the confidence our donors and funders have in CDI's capacity to provide excellent services. And thanks to the incredible dedication of our team, which continuously strives to further best practices in children's mental health, CDI has once again earned accreditation by the Canadian Centre for Accreditation.

Over the course of the year, we laid out a new road map to success with our 2019–2024 Strategic Plan. The plan identifies four key priorities that will drive further growth and organizational development in an evolving Ontario Health system. We are pleased to report that progress is underway on each of our strategic objectives, which can be viewed here.

This year we launched our first digital campaign, #FacingOurFeelings, to spread awareness around children's mental health. We continued to build our capacity for evaluation and research, and expect to see even more data in the coming years to help us better understand children's mental health and improve the effectiveness of our services and evidence-based programs. As part of our commitment to providing clear service

pathways to help even more families receive much-needed support, we also began a collaborative relationship with four Toronto-based sister mental health agencies as we work together to improve the responsiveness of the child and youth mental health service system in Toronto.

This year also tested our fortitude and agility as an agency in the face of the global COVID-19 pandemic. As we reflect on these uncertain times, our commitment to supporting families with an uncompromised quality of care remains strong. We recognize and appreciate the expertise and creativity of CDI staff as they quickly adapted in a challenging and dynamic environment to provide responsive virtual support and treatment services to children, youth and their families.

On behalf of CDI, we thank our donors, our funding partners and the community for their ongoing support in working with us to transform the life trajectory of children and families.



Lynn Ryan MacKenzie, PhD *CEO,* Child Development Institute



James Porter President,
Child Development Institute Board



Susan Paterson President,
Child Development Institute
Foundation Board



CDI'S RESPONSE TO COVID-19

In these uncertain times, CDI is committed to building a new lifeline for children, youth and families.

Child Development Institute (CDI) is delivering critical front-line services to support families who are now experiencing increased stress, anxiety and worry as a result of the global COVID-19 outbreak.

In response to directives from public health and government officials, CDI has quickly adapted its therapeutic programming to provide essential and urgent services to children, youth and families in new ways.

Through our specialized mental health care services in Early Intervention, Family Violence, and Integra Learning Disabilities and Mental Health (LDMH), our clinical teams are providing critical resources and tele-counselling support to our current client families. In addition to supporting our current families, we are also reconnecting with former clients, partner shelters and the Children's Aid Society through our CDI Virtual Office to provide support where needed, especially to mothers with young children living in situations of domestic violence and families transitioning into or out of shelters.

CDI is also actively working on the development of innovative virtual care supports across all our service areas, including online

group programming for participants in SNAP Girls, Mothers in Mind, Mindfulness Martial Arts and Young Warriors. Our Camp Towhee summer residential camp in Haliburton, Ontario and our Camp Wimodausis day program in Toronto will also offer virtual services to continue strengthening connections and lifelong resiliency in children and youth.

For our SNAP children and families across Canada and internationally, we continue to work remotely to ensure access to timely and effective support. Our digital fidelity-monitoring tool and scientist-practitioner approach ensure that our partners, and the families they serve, continue to receive our assistance by phone and through the use of secure technology, as well as virtual training sessions.

For our families, in particular those affected by the temporary closure of our Early Learning Centres and EarlyON Child and Family Centres, we have set up an online COVID-19 Resource Centre to help with managing emotions and creating routines while at home.

Our role in supporting families is more important than ever as the mental health of our community faces elevated risk.

As we anticipate the need for additional support for families experiencing intensified stress, instability and isolation, CDI continues to further explore innovative platforms to expand our critical front-line services and reach even more families in need.





STRATEGIC PLAN

CDI launched its new Strategic Plan this year, identifying four key priorities that emerged from research and consultation processes with staff, stakeholders and our Board of Directors.

The 2019-2024 Strategic Plan provides a blueprint for our mission to transform the life trajectory of children and families through service excellence and improved delivery of services.

We are proud to introduce our four strategic priorities, which will guide our vision of making a measurable lifelong impact on the mental health and well-being of children, youth and their families.



Over the next four years, CDI will pursue the following key priorities:

Focusing our Toronto-based services



- · Define areas of expertise
- · Focus on specialty programs
- Enhance childcare programs
- Provide clear service pathways

Sharing our knowledge through our Institute



- · Measure impact of all programs
- Grow as a thought leader and national contributor

OUR STRATEGIC PRIORITIES

Communicating our story and impact



- · Celebrate our success
- · Clarify our identity
- Market our offerings

Strengthening our infrastructure



- Build organizational capacity
- Leverage technology
- Optimize physical spaces
- Diversify funding model

MENTAL HEALTH FACT PAGE

Many of the children and youth we serve live with or are at risk of living with mental health issues, learning disabilities, and the effects of abuse and trauma.

Our mission is to transform the lives of children, youth and their families by developing and delivering world-class, innovative, evidence-based mental health programs. 28,000
children and youth
are currently on
wait lists for treatment
across the province

1 child in 5
will face some type of mental
health issue in their lifetime

of 6
children won't receive
the treatment that they
actually need

5 out



1 parent in 4

has missed work to care for a child with anxiety (Ipsos 2017)



have had a child miss school due to anxiety (Ipsos 2017)

Over 70%

of mental health and addiction issues start before the age of 17

An estimated 200,000

children with serious mental health

issues have no contact at all with mental

health services



Source:

CMHO Kids Can't Wait: 2020 Report On Wait Lists And Wait Times For Child And Youth Mental Health Care In Ontario. For the full report, click here.



2019-2020 AT A GLANCE

To learn about our services, please click here for our Program Directory.

MENTAL HEALTH & EARLY LEARNING SERVICES FOR CHILDREN, YOUTH AND FAMILIES

Guided by the highest standards of evidence-based practice, CDI provides responsive, specialized mental health and early learning services that support the whole family. CDI strengthens human connection, improves family relationships and communication, and lessens conflict in the family environment to bring significant, resilient change to the lives of children, youth and their families.



HEALTHY CHILD DEVELOPMENT 2,512

children served



"My son used to have extreme physical reactions when he became upset and now it's all gone. He's completely turned around and is nowhere close to where he was three years ago. He's thriving."

-Parent, Day Treatment Program



4,676

total number of children and families served (2019–2020)



70%

clients between the ages of 0-12



primary languages spoken by client families



27,869

direct hours provided by staff



sessions provided by staff to clients 58,595

hours received by clients



INTEGRA LEARNING DISABILITIES AND MENTAL HEALTH

20%

increase in parental self-efficacy scores in newly piloted Feelings First parent workshops

1,326

direct counselling hours received by clients



After just 10 Sessions in the school-based Start Right Social Skills program, teachers report significant improvement in participants.

SOCIAL SKILLS

CO-OPERATION

SELF-CONTROL

Accredited by **Canadian Centre** for Accreditation



Agréé par Centre canadien de l'agrément



CHILDCARE

92%

of families said they learned helpful things through CDI



SNAP® INTERNATIONAL HEADQUARTERS

25,000+

321

professionals trained



SNAP Affiliate sites across Canada

CONSULTATION



13,599

total digital audience reached through CDI's children's mental health awareness campaign



85%

of children in the Taste of Home program report use of stress management (Kitchen Ready) strategies in other areas of their life

"I trust our bond more. I trust my feelings more. I have new strategies that reduce conflict and increase understanding and trust." -Parent, Mothers in Mind

95%

of Mothers in Mind participants report positive changes in their relationship with their child since beginning the program



92%

of Here to Help participant mothers report positive parenting changes since beginning the program



EARLY INTERVENTION

My name is Mia and I CAN control my emotions.

With 70% of mental health issues beginning in childhood and adolescence, early intervention is key. Through individual, group and school-based programs guided by the highest standards of evidence-based practice, CDI's family-focused and gender-responsive Early Intervention services help children ages 0–12 and their families overcome socio-emotional and behavioural challenges so they can lead positive, healthy lives.

Mia had always struggled with anxious feelings and occasional outbursts, but by the time she turned 9, her behaviour took a turn for the worse. She lashed out at her mother and fought with her friends every day. She could not complete her homework or focus on tasks. When she began stealing at the local mall, her mother began to unravel. As a single parent dealing with her own struggles, she now had trouble getting out of bed. Every day felt almost impossible to face. As Mia's anger and impulsiveness grew, Mia's mother admitted to herself that she needed help to get her family back on track.

Taking part in SNAP Girls – a family-focused, gender-specific, evidence-based early intervention program for girls ages 6–11 who are exhibiting disruptive behavioural problems at home, at school and in the community – helped Mia learn how to manage her emotions and behaviours and how to approach situations calmly. She no longer steals or argues with people, and has recently made three new friends in class. Mia's mother also learned parenting strategies to manage her own unpleasant feelings and validate Mia's emotions.

Through individual and group counselling, mother and daughter are now communicating more positively as they build healthy connections with each other. Despite social distancing measures and the closure of schools, the one-bedroom apartment they live in doesn't feel so small anymore. Mia's mother has set up a schedule at home, which includes homework and playtime, to bring structure and stability to Mia's day, through over-the-phone support from the SNAP team.

Although they are still learning, mother and daughter have reported positive changes in their daily lives. They are thankful for the self-regulation strategies that are bringing them closer together and making every day much more manageable.

To learn more about our Early Intervention services, <u>click here</u>.



SNAP NATIONAL EXPANSION



The SNAP® National Expansion brings its evidence-based early intervention model to Manitoba, to reach more children and families in nine out of 10 Canadian provinces.

As a parent of a child living with mental health challenges, Carmyn Aleshka faced an uphill battle when searching for timely and accessible services within the province of Manitoba that could support her son. Confronted with a six-month wait list, Carmyn had to leave the country to find a program to get her child the help he needed. Knowing first-hand the despair felt by thousands of families affected by mental health issues, in 2017 Carmyn founded Kidthink Children's Mental Health Centre in Winnipeg as a holistic organization providing services for children and families in need within their own province. "This was the passion of one mother to ensure that other mothers, parents and caregivers did not go through what she went through for her son," says Dr. Analyn Einarson, KIDTHINK's Executive Director.

As the implementation and research headquarters and training facility for Canada's leading evidence-based mental health program for children with serious behavioural issues, CDI's SNAP® International Headquarters (SNAP HQ) works to bring the Stop Now And Plan (SNAP®) early intervention model to thousands of children and families across the country who are in critical need of mental health services.

As part of its mandate, SNAP HQ partners with like-minded organizations, called SNAP Affiliates, to effectively deliver the SNAP program and create communities of support for children and families. SNAP teaches children and their families how to stop and think before they act and to make better choices in the moment, strengthening self-control, emotional regulation and problem-solving skills, while reducing aggression, depression and anxiety.

The KIDTHINK team heard about SNAP's success across Canada and immediately realized the early intervention program was the one to bring to children and families in Winnipeg. Since then, KIDTHINK's partnership with SNAP has marked a milestone in the landscape of children's mental health care in Manitoba, bringing SNAP National Expansion's reach to nine out of 10 provinces across Canada. "There isn't anything like SNAP, from what I know, in Manitoba, specifically targeting children ages 6–11 with behavioural difficulties and with the research evidence – and huge difference – that it can make," says Dr. Jo Ann Unger, Clinical Director at KIDTHINK. "We're very excited to be a part of it."

SNAP HQ's Community Development team works to identify regions across Canada where it can increase services for high-risk children and families, building strong community networks and relationships with neighbourhood champions to provide responsive

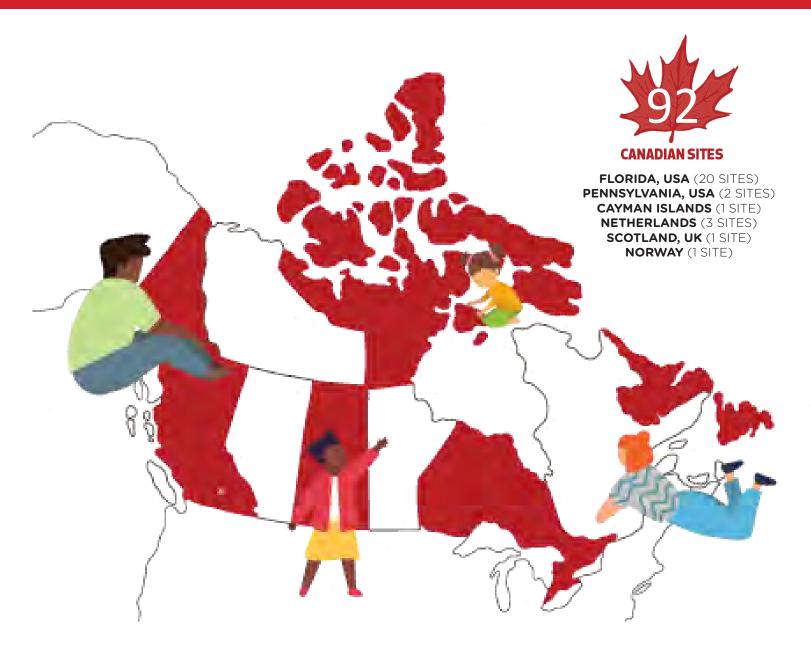
REACHING MORE CANADIAN CHILDREN AND FAMILIES

services. "There are really no other organizations in Manitoba that have an outreach program that focuses on outreach in terms of our clinicians going out there in the community, meeting parents in their homes, meeting kids in the schools to do assessments and treatment. SNAP aligns with our vision of what outreach looks like to the community, to the schools, and to the parents and families," says Dr. Einarson.

To ensure the delivery of SNAP is of the highest integrity and fidelity, SNAP HQ's team works with organizations such as KIDTHINK to provide ongoing consultation, training and evaluation. In 2019–2020, SNAP HQ's Implementation team reached a total of 92 SNAP Canadian sites and 28 international sites, with a goal to on-board an additional 32 SNAP Affiliate sites by 2021.

To date, SNAP has reached over 25,000 children and their families worldwide, demonstrating the extraordinary footprint of a passionate community network committed to helping more children and families access timely and effective mental health services.

For more information on the SNAP National Expansion, click here.



INTEGRA LEARNING DISABILITIES & MENTAL HEALTH



Free to Be Me

A chance to shine, make friends and build a brighter future, like other children, seemed almost impossible for Markus. Today, however, he is more confident than ever.

At recess, the jungle gym was a busy place. Kids shouting in excitement, running around, laughing and playing together on the swings, drawing stick figures on the pavement with thick pieces of chalk. But Markus, 11, watched from the sidelines. The jungle gym belonged to them, the other children said. Markus crumbled inside as they teased and tormented him because of his difficulties.

Things were no different in the classroom. Markus dreaded being laughed at by the other kids when his learning disability got in his way and he gave a wrong answer. He hated not being able to share his thoughts, and would frequently yell and curse at them, and at his teacher, which only made things worse.

At home, Markus's grandmother, Lily, was busy helping Markus and caring for his baby brother. She could see how much Markus struggled and was frustrated that she didn't know how best to help him cope with his overwhelming feelings, especially when she couldn't be there. Markus was also frustrated, and frequently felt lonely and discouraged.

Soon after, Markus joined CDI's Young Warriors (YW) program. YW is an activity-based therapy program for children ages 9–11 with Learning Disabilities and Mental Health issues (LDMH). It focuses on improving emotional regulation and self-mastery through mindfulness skills, therapeutic practices and martial arts training.

As soon as Markus began the 19-week program, he clicked with his

instructor. For the first time, Markus felt understood and safe among other kids.

As the weeks went on, Markus became aware of the butterflies in his stomach and the way his muscles would tighten when he was feeling nervous, angry or scared. Markus worked on responding to his feelings skillfully, instead of lashing out. Using his breathing and focus skills, honed through his martial arts training, Markus practiced being with his frustration, and then using techniques like asking others for help. His instructor supported Markus by recognizing his growth, building his confidence and challenging him and his peers to continue demonstrating their new skills at each class.

At YW, Markus found a place where he felt accepted. When his grandmother picked him up after class, he would excitedly talk about all of his new YW friends. As he began to form new friendships and practice what he learned in the program at home with his grandmother, as well as at school, she noticed an improvement in his schoolwork and their family relationship. Markus even started to practice his breathing skills when his baby brother would get upset.

With each day that passes, the jungle gym at recess has become a distant memory for Markus. Not every day is perfect, but Markus is taking steps to build positive friendships with his classmates, manage his temper and raise his hand to answer questions in class. Markus is now excited about joining Mindfulness Martial Arts, the next LDMH program for his age, which builds upon YW skills as well as teaching new ones. Markus's grandmother now has the right tools to effectively respond to Markus, and has felt a huge weight lift from her shoulders knowing her grandson is happier and more at ease than ever.

For more information on CDIs Integra Learning Disabilities and Mental Health services, click here.





New to Canada, the Lawal family was struggling with the effects of past trauma and domestic violence after leaving their war-torn country of Nigeria. Mom Ndidi and her two children, Sade, 9, and Ikemba, 2, now faced a journey of emotional recovery in an unfamiliar city.

more aware of my children's needs and their feelings.
I feel more capable and confident about handling stressful situations with love and care.

While Sade knew her family had had to leave Nigeria in order to be safe, she was also struggling with missing her relatives and friends and the comforts of her home and culture. Mealtimes were particularly difficult for Sade. She would refuse to eat the foods offered to her at the shelter where they were living, and that was a concern to Ndidi. Ikemba became quieter and more withdrawn as the weeks passed, while Ndidi felt emotionally drained and unsure of what to do to support her children during this transition.

It was during this stressful time that Ndidi was introduced to CDI's Taste of Home program, which supports children and youth in learning how to cook healthy, budget-friendly meals while developing stress management strategies they can use to face everyday challenges.

For Sade, the weekly sessions offered her a safe and enjoyable environment in which to explore her love of cooking. She met others struggling with similar challenges and began to feel less

alone. Using food as a bridge to connect with others, Sade learned to embrace her new home in Canada. As she began to feel more relaxed, she became open to trying new foods and stress management strategies in the group setting, at home and at school. The program coordinator connected with Sade's mother about her favourite Nigerian meals and even shared Sade's special family recipe for jollof rice with the group. Even as COVID-19 measures keep us at home, Sade continues learning through over-the-phone cooking lessons with her program coordinator. Not only is this a fun activity for Sade to pass the time, it also doubles as an opportunity for her to check in about other challenges, while adjusting to the "new normal".

By building trust and a relationship with Sade, and understanding the needs of her family, CDI was also able to refer Ndidi and her son, Ikemba, to Mothers in Mind. This program focuses on supporting mothers with children under the age of 4 in healing from the effects of abuse and trauma. Mothers explore ways to be kind to and take care of themselves, while reflecting on and learning strategies to respond sensitively to their young children.

Today, the Lawal family feels connected to the city they now call home. Sade has made friends and is doing well in school, while Ikemba is beginning to smile and giggle more often. Ndidi feels supported and confident in her ability to meet the needs of her children.

For information on our family violence services, click here.

FAMILY VIOLENCE



HEALTHY CHILD DEVELOPMENT



Healthy Starts

for Kids

Located across the City of Toronto, our five Early Learning Centres and two EarlyON Child and Family Centres provide early learning and healthy development support to families with young children in a safe, diverse and inclusive learning environment.

As a single parent new to Canada, finding work, providing emotional support for her teenage son and managing the demands of her six-month-old, Michael, were a tall order for Amy. With no family or friends nearby, she had to find a support system for her family – and fast.

Amy discovered CDI's Parkdale-High Park EarlyON Child and Family Centre and immediately knew she had found a second home for her family. Michael instantly took to the support staff and other families attending the Centre, which gave Amy a sense of community.

In his toddler years, Michael participated in a variety of activities at the Parkdale-High Park EarlyON Centre, such as sensory exploration and parenting programs with his mother. They were also able to visit fun places like the Ontario Science Centre on group field trips – things his mother never knew were available for him to experience in their new city! Michael developed a thirst for knowledge and curiosity about the world around him.

As Michael grew, he began having difficulty with managing his emotions, and was diagnosed with Autism Spectrum Disorder (ASD).

Amy initially felt overwhelmed but knew she had family-like help behind her. Through exceptional support from the staff at the EarlyON Centre, Amy was able to find Michael appropriate community support for his needs while learning healthy development strategies that worked for them at home. "Parkdale-High Park has supported us at every stage of my son's life," says Amy. Michael attended a school readiness program run by the Centre, where he gained confidence and learned to build meaningful friendships.

Now in Grade 1, Michael loves his classroom and his teacher. Although there have been bumps in the road, Michael's positive outlook and desire to learn show that he's well on his way to a successful future. He loves science and wants to work at the Ontario Science Centre when he grows up. When Amy is asked about the challenges her family has faced in the past six years, and what has helped her throughout, Parkdale-High Park EarlyON Child and Family Centre always comes to mind. "The Centre has been a second home for us," she says. "We always feel welcome and part of a bigger family."

**The Centre has been a second home for us. We always feel welcome and part of a bigger family. **J

To learn more about our Healthy Child Development program, click here.



CDI'S FINANCIAL SUMMARY 2019-2020

12-month period ended March 31, 2020

	Operating Fund	Board Fund	Capital Fund	2020 Total	2019 Total
REVENUE					
Government grants	\$14,138,614	\$ —	\$ —	\$14,138,614	\$13,382,483
Childcare	5,120,657	_	_	5,120,657	5,303,308
Earned income	<i>737,74</i> 1	_	_	<i>7</i> 3 <i>7</i> , <i>7</i> 41	808,099
Donations from CDI Foundation	554,604	_	_	554,604	313,977
United Way	349,446	_	_	349,446	298,869
Donations and other	859,312	29,605	6,180	895,097	1,177,677
	\$21,760,374	\$29,605	\$6,180	\$21,796,159	\$21,697,214
EXPENSES					
Salaries	\$15,111,665	\$ —	\$ —	\$15,111,665	\$14,630,598
Programs	2,080,599	_	_	2,080,599	2,483,351
Employee benefits	2,040,923	_	_	2,040,923	2,008,904
Building occupancy	1,423,585	_	_	1,423,585	1,411,873
Administration	851,825	_	_	851,825	724,020
Staff training and travel	293,589	_	_	293,589	306,318
Amortization	11,600	_	12,180	23,780	23,780
	\$21,813,786	\$ —	\$12,180	\$21,825,966	\$21,588,844
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR	\$(53,412)	\$29,605	\$(6,000)	\$(29,807)	\$108,370

CAMPAIGN DONORS

\$1 Million+

The Peter Cundill Foundation

\$500,000+

Ontario Trillium Foundation

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\$250,000-\$499,999

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THANK YOU TO OUR SUPPORTERS

CDI's mission to transform the lives of families through evidence-based mental health services has never been more important. Your generosity and open heart have helped families heal and build resiliency in their daily lives, and for that, we are thankful.

We would also like to recognize and thank our dedicated CDI Ambassadors and volunteers, who willingly give of their time and expertise to extend CDI's reach in helping more children and families.

Thank you so much for being such wonderful supporters of CDI. Our specialized programming for children, youth and families experiencing serious mental health issues would not exist without your advocacy and support.













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