

## Highlights of 2006/2007

- We received grants from the Trillium Foundation, London Community Foundation, May Court Club of London, RBC Dominion in support of the Community Mental Health Program and the Intern Training Program.
- The Ministry of Children and Youth Services provided capital funding to renovate Cottage 3 and to put a new roof on the school building.
- We were (re-) accredited with Children's Mental Health Ontario. We were a pilot site for the new program standards. We achieved 100% of the essential standards and 96% of the defining standards. The accreditors commented, "Vanier was a very delightful site review. The staff was welcoming and very well prepared for accreditation. Everyone took the process seriously. We met with a committed and talented staff group. The leadership, at all levels of the organization, was impressive."
- We implemented a comprehensive cultural diversity strategy including an interagency approach, staff training, cultural competency survey, physical environment enhancement.
- The Ministry of Children and Youth Services released a children's mental health policy framework "A Shared Responsibility" and acknowledged that children's mental health services are underfunded.
- Phase 2 of the Outdoor Therapeutic Environment has been completed with the help of Thames Secondary School students in building the gazebo and doing the plantings.
- We received a research grant from the Provincial Centre for Excellence in Children's Mental Health to study the effectiveness of continuous feedback in family therapy.
- We planned for the closure of three day treatment classrooms. Our thanks go to the staff and W.D. Sutton teachers for their dedication to these programs over the years and for keeping the children's needs foremost as they struggled through this difficult transition.
- We closed the satellite office in Strathroy. Thanks to the staff for coping with this transition. With additional funding we have developed a new "Community Mental Health Services" team.
- We developed a new strategic plan and reorganized the Committees of the Board.
- We celebrated Children's Mental Health week with a "drumming" event.



## Our Workplace Values

### All hands on deck!

- We value a work ethic where there is a willingness for each person to do his/her part, share the load, contribute to teamwork and not expect that others will do the work.
- We expect everyone to be a leader and a good role model in carrying their own load.

### It's not about you!

- When we have a different viewpoint from others we will try to resolve conflicts by focusing on the issues not on the person. We will strive not to be critical, putting down or make personal comments. Instead we will strive to be objective and in turn, we expect that others will be receptive.
- When we give performance feedback, we will try to make it specific and constructive.
- We will develop a culture of "blame free debriefing"

### Laugh, play, grow!

It's about having a sense of fun, humor and playfulness in our work! We will strive to have fun together and enjoy our work. We do not laugh at others but with others.

### Don't judge a book by its cover!

- We believe that there's much more to a person than their appearance and we do not judge people by skin colour, ethnicity, gender or other superficial characteristics.

- We expect the best in people not the worst.

Look after yourself, look after others and look after this place!

- We recognize that we are at risk of burning out because of stressful nature of our work. In order to prevent this, we must practice self-care on a regular basis; we must look out for each other and take some responsibility for caring for the environment in which we work.

### Sticks and Stones and Words hurt me!

- We value assertiveness in people but not aggressiveness. There are many forms of aggression other than physical. We discourage gossip and unfounded rumor. We understand that words can be hurtful.

### There's no "U" in win, no "I" in team.

- We are more effective if we work as a team. If we help others to do their work, others will do the same for us when the time comes.

- We all like to receive recognition for a job well done. A quick word of

praise or thanks for a colleague goes a long way.

Coming to work with a positive attitude helps us to do your work better and helps our colleagues. Be a member of the dream team and not the scream team!

- We will all stick together in times of stress and that it's a case of "one for all and all for one".

### Being the best we can be!

- We strive to select the best and to continue to grow and develop our staff
- We recognize and encourage high performance
- We celebrate success and achievement

### Get Real!

- Sometimes others have unrealistic expectations of us and we also have unrealistic expectations of ourselves. We need to realize that we can't do it all; we can't be all things to all people. We can't be a Jack/Jill of all trades and master/mistress of none. It's o.k. to do a good job of what we can do in a day.

### The best policy

- We expect all our staff to show honesty and integrity in all their dealings. This means doing the right thing, being transparent and having no hidden agendas.

## Report from the President and Executive Director

This has been a year of challenges, opportunities and change. The main challenge we faced this year was the deficit created by years of steadily increasing costs and inadequate funding. We calculated that we had received a net of between 3% and 4% cost of living increases since 1990; during the same period, the consumer price index had increased by over 35%. We had experienced a significant erosion in our capacity to provide core services (out-patient, day treatment and residential services). In December, 2006, the Board was faced with a tough decision. After much deliberation, we chose to maintain a focus on quality of our programs and service delivery and, by necessity, reduce the range of services provided. We announced the planned closure of 3 day treatment classrooms and the satellite services in Strathroy.

The Ontario Government had recently released the new policy framework for children's mental health, *A Shared Responsibility - Ontario's Policy Framework for Child and Youth Mental Health*, but had not yet committed to any plan to shore up the system which everyone acknowledged was overburdened and underfunded. In the Spring of 2007, after we had made the announcement of cuts to service, the Minister of Children and Youth Services, The Hon. Mary Anne Chambers, announced that there would be a 5% increase in funding to be applied to base budgets of children's mental health centres, plus there would be additional funds to further the implementation of the policy directives.

Following this announcement, we reviewed our planned program closures and examined current pressures. We have since planned to restore some of the lost services, in particular, the assessment and counselling services to the rural parts of our catchment area in Middlesex County. We are doing this by consolidating some of our out-patient services (brief family therapy, group programs, intensive family services) in what we are calling our "Community Mental Health Services" team. We have steadily lost capacity to serve children in the 6-15 year age range who present with real but less severe mental health problems. We are hoping that this represents a start on the path to rebuilding this aspect of the service continuum.

Our commitment to quality services is not an empty promise. We have dedicated resources to ongoing quality improvement. We enlisted the support of the Ivey School of Business in the Client Field Studies Project to assist us in developing continuous improvement approaches. The agency as a whole participated in the CMHO Accreditation process, piloting the new program standards. We were rewarded with a 4 year renewal of our Accreditation, exceeding the required standards by a considerable margin. Thank you to the Accreditation Committee which did such good work!



Our strategic planning activities have also led to a revision to our Mission and Vision statements.

### Vanier's Mission

*Vanier helps children to reach their full potential by working with the child and family's unique strengths, needs and culture to prevent or reduce serious mental health problems*

### Vanier's Vision

*Together we will create a caring, emotionally healthy and supportive community where all children, including the most vulnerable, reach their full potential to lead safe, productive and independent lives.*

We would like to acknowledge the excellent work of the staff and the continued excellent guidance of the Board of Directors in their governing role.

Bill Tucker  
President, Board of Directors



Barrie Evans  
Executive Director



## Our Treatment Philosophy

Vanier's dedicated and competent multidisciplinary staff provide a broad range of high quality services that are informed by research, best practices, innovation, feedback and evaluation.

- We foster a climate of accountability through ethical decision making, effective and efficient use of resources, professional development and continuous improvement.
- We strive to deal with problems as early as possible building resilience to help children reach their full potential regardless of their vulnerabilities, building on strengths to help families reach their own goals.
- We demonstrate leadership in the community, region and Province, through advocacy, public education, professional training and collaboration with community partners to promote the needs of children and families, including the right of children to receive necessary mental health treatment.
- We provide individualized programs which are flexible and responsive to the needs of each child and family.
- We embrace the diversity that exists within families including differences in culture, ethnicity, religion, sexual orientation and provide our services without discrimination.
- We respect the integrity of our clients and their right to make decisions that affect their lives.
- We involve parents as active partners in all levels of the organization, from the treatment process to volunteering and governance

