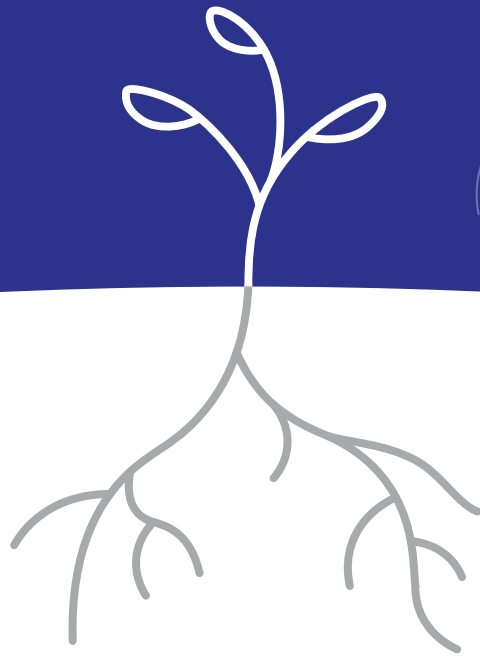


Building Positive Foundations



About Us

Banyan is a not-for-profit organization that has provided quality services to the youth justice, children's services, and seniors' community support sectors since 1978. Banyan is committed to improving the mental, physical, and social well-being of at-risk populations in our service areas of Hamilton, Niagara, Brant, Norfolk, and Wellington.

For more information on Banyan's services, please visit our website:

banyancommunityservices.org

MISSION

OUR COMMITMENT

We support and stabilize children and youth with complex needs alongside their families.

DELIVERED

Through our youth justice and community programs.

TO

Build a foundation for positive growth and development.

OUR VISION

Foster Hope.
Inspire Change.
Achieve Potential.

OUR VALUES

Advocacy
Respect
Inclusiveness
Responsiveness
Accountability
Transparency

Message from Board Chair & CEO

It's inspiring to reflect back and see the incredible work our staff, Board and committees are doing to support the communities we serve, our mission and our strategic priorities now and in the future.

Our five-year Strategic Plan, "Building Positive Foundations," is now in its final year. We have accomplished so much and have learned even more. This report captures some of our key successes and findings that will inform our next strategic planning process. Highlights this year include the newly developed S.U.R.E. program to address the needs of boys ages 12-14, thanks to a multi-year partnership with Ontario Trillium Foundation. Our clinical team expanded to include substance abuse programming, a new speciality within the residential and community programs for youth. These incredible new programs complement and enhance our children and youth services by filling much needed service gaps within our organization and the community. We acknowledge our funder and partner, Ministry of Children, Community and Social Services (MCCSS) for their support and confidence in Banyan to develop and deliver high quality services to some of our most at-risk youth.

At the beginning of this year, our world changed. We all find ourselves in uncharted territory and are adjusting to the rapidly evolving response to the COVID-19 pandemic. Banyan acknowledges the important work being done

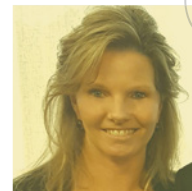
to protect the communities we serve. We recognize the extraordinary efforts of all of our essential service workers.

Our Board of Directors continues to offer leadership, stewardship and guidance, and we appreciate their ongoing commitment. We also thank our dedicated professional and hardworking staff for all they are doing to support Banyan, especially in this time of emergency. As always, thank you for supporting our mission to advance positive growth and development for the clients, youth, children and families we are privileged to serve.

Stay healthy and safe.



Donna Zan
Board Chair



Kim Ciavarella
Chief Executive Officer



Successes Over 5 Years

ORGANIZATIONAL HEALTH

The Art of Empowering Our Employees

Banyan creates a positive work environment by empowering our employees using a leadership framework based on accountability and our organizational values. Banyan's Organizational Health goal is:

To implement a leadership framework that drives and thrives on a positive workplace culture

Banyan's new Human Resources Management Plan is designed to boost employee commitment, involvement, and performance – key hallmarks of a positive workplace culture.

KEY HIGHLIGHTS

Human Resources Management Plan

To inform goals and objectives now and into the future

3-Year Training Plan

Supports continuous employee learning and development

Employee Satisfaction Survey

The overall 2019 survey response was an 83% positive rating

Talent Management Program

To strengthen management structures and succession planning

OPERATIONAL EXCELLENCE

The Art of Understanding Our Processes

Banyan's Operational Excellence goal is to increase the understanding of our clients. The process to do this is:

To implement a management information system that enables us to improve service delivery for our clients

Banyan is standardizing policies and practices across the organization. Our Information Technology Management Plan centralizes and automates processes to improve operational projects and service delivery. A key deliverable is our new client information system.

KEY HIGHLIGHTS

Standardization

Forms, policies, procedures, programming, practices

Multi-Year

Information Technology Management Plan

Client Information System



Measuring Performance

Introduction of Balanced Scorecards performance indicators

SERVICE EXCELLENCE

Supporting Our Clients

Banyan's Service Excellence goal of 100% stabilization of clients in our structured programs is done through the following process:

To engage all of our clients in the recreation, education and cognitive behaviour awareness programs

In 2019–20, we examined our service delivery model to ensure consistency across the Hamilton and Niagara residential sites to better meet the needs of youth and their families. We also improved Children's Services by developing a conflict mediation program for educators. This new children's behaviour modification program named, *Implementing Practical Approaches for Children Together (IMPACT)*, is showing great promise. Banyan also received funding from the Ontario Trillium Foundation for *Self-Understanding and Regulating Emotions (S.U.R.E.)*, a program created by Banyan specifically for youth ages 12–14.

KEY HIGHLIGHTS

Program Reviews

Reintegration Program
Clinical Services
SNAP® Operational Review

Accreditation



BUILDING POSITIVE FOUNDATIONS

2019-20 STRATEGIC PLAN

5 Pillars 6 Goals 23 Objectives

2019-20 OPERATIONAL PLAN

68 Integrated Action Items 36 Deliverables

QUALITY AND SAFETY

The Key to Providing a Safe Environment

Banyan's Quality and Safety goal is to understand the root cause of peer-to-peer incidents and work to reduce 10% of their occurrences under a process to:

Systematically change how we approach peer-to-peer incidents by gaining a deeper understanding of the cause by broadening our knowledge and communications

We have made tremendous inroads in creating positive change and are excited to continue this journey. This goal is about providing a safe environment for high risk youth, and for that we can attest to proven success.

KEY HIGHLIGHTS

Policies and Procedures

Introduction of the Enterprise Risk Management Framework

Client Engagement

Annual Client Satisfaction Improvement Plans

Operational Stewardship

Implementation of Staff Quality and Risk Committee

Governance Oversight

Board Quality and Risk Committee

FINANCIAL HEALTH

Financial Stability

Banyan's Financial Health goal is:

To strengthen sustainability by increasing funding by 10% through new initiatives with community partnerships

In addition to developing a costing model for the SNAP® and GrocerEase programs, 2019–20 diversification of residential programs helped us to achieve funding for Court Ordered Psychiatric/Psychological Assessments (referred to as Section 34), and Substance Abuse programming. Banyan is dedicated to financial reporting, compliance with laws and regulations, and effective and efficient operations for mitigating risk or liability.

KEY HIGHLIGHTS

Internal Controls

Clean Audit reports year over year

Business Development

S.U.R.E.

IMPACT

Section 34

Substance Abuse

Financial Training Programming

To enhance financial competencies of the Management Team

Annual Budget Submission

Introduction of Operational Plans to support budgets

Sustainability Analysis projections

BRAND MANAGEMENT

Re-Imagining Our Brand

Brand Management is the key cornerstone in Banyan's "Building Positive Foundations" 2015–2020 Strategic Plan. The goal for this Strategic Direction is to:

Create a visual statement about the organizations' purpose that anchors our identity in the community

During 2019–20, Banyan participated in more than 25 community tables and initiatives locally, regionally, and provincially to stay informed and identify gaps when shifts in the political and service landscape occur. Banyan is leading proactively by developing and executing sophisticated communication strategies.

KEY HIGHLIGHTS

New Logo and Brand Guidelines



Communication Strategy

Promotes relevant, targeted and efficient communication with Stakeholders

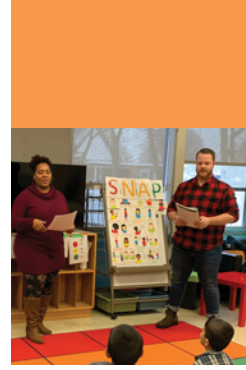
Crisis Communication Plan

Confident, prompt accurate response with sensitivity during an emergency

Business Continuity Plan

Proactive preparedness and enterprise risk management

Children's Services



SNAP® Staff

Amber P. and Braedon B.

Banyan has been providing the SNAP® program to families in Hamilton for more than 19 years, and the team continues to look at ways to learn from successes to improve its services. Two examples are the S.U.R.E Program and the SNAP® School Support Program.

Self-Understanding and Regulating Emotions (S.U.R.E.) Program

In 2019–20, implementing the S.U.R.E. pilot successfully showed the need for a program that supports youth, aged 12–14, develop their understanding and skills to deal effectively with emotions. Thanks to a three-year 'Grow' grant from the Ontario Trillium Foundation, Banyan will incorporate lessons learned from the pilot into ongoing programming, including increasing the program's reach by offering it to girls aged 12–14 and developing a post-group support strategy. The goal is to always contribute to enhancing self-esteem and self-confidence, improving interpersonal skills, and improving healthier relationships and lifestyles.



Supports in the school

The SNAP® team also supports children in a school setting, which is another important aspect of our work. This can look differently depending on the needs of the child and the school. Within the school environment our staff support children 1:1, present SNAP® to a classroom, and participate in multi-disciplinary team meetings.

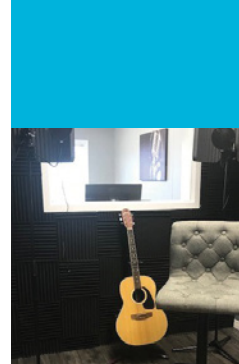
This year, a Hamilton school requested the program help children in other capacities. The school wanted the SNAP® staff to introduce the program to children who had recently immigrated to Canada. The cultural norms in Canada are different than what the children were accustomed to. The school wanted to support a successful transition.

Two members of the SNAP® team worked with the school to present information to the children. The goal was to help the children better understand how to interrelate with peers in the classroom and others in the school. This proactive collaboration successfully supported these children. Banyan plans to reach out to other schools to offer this innovative and much needed approach.



Youth Services

AYC Productions
Music Studio



Over the past year, Banyan's Clinical department has grown significantly in all areas of service. It is striving to implement a seamless service delivery model within all aspects of programming including Residential Services, Counselling and Assessment, Youth Mental Health Court Worker, and our newly-implemented Substance Abuse Program.

Meeting all of the identified therapeutic needs of the youth under one umbrella is instrumental. The Clinical Team is excited to further develop strategies to address addiction management within Banyan's current clinical structure.

Banyan's unified continuum of care is part of every element of our programming, from Residential to Counselling, to Assessment and Reintegration. This unifying thread is imperative in engaging youth throughout their rehabilitative journey.

A key goal of Banyan's 2015–2020 Strategic Plan is to achieve a 10% reduction in peer incidents. Banyan's Residential Programs use tools such as the Behavioral Level System and Individualized Anti-Aggression Planning to prevent peer aggression. In 2020, Banyan will build on this work by piloting an Aggression Prevention Program (APP). The APP incorporates new and existing practices designed to reduce aggressive behaviors, promote safety and increase young people's ability to interact positively with others



PYC YOUTH

"PYC has helped me in a number of positive ways. Some examples are controlling my anger and taking responsibility for my actions." – MB, AGE 16

AYC YOUTH

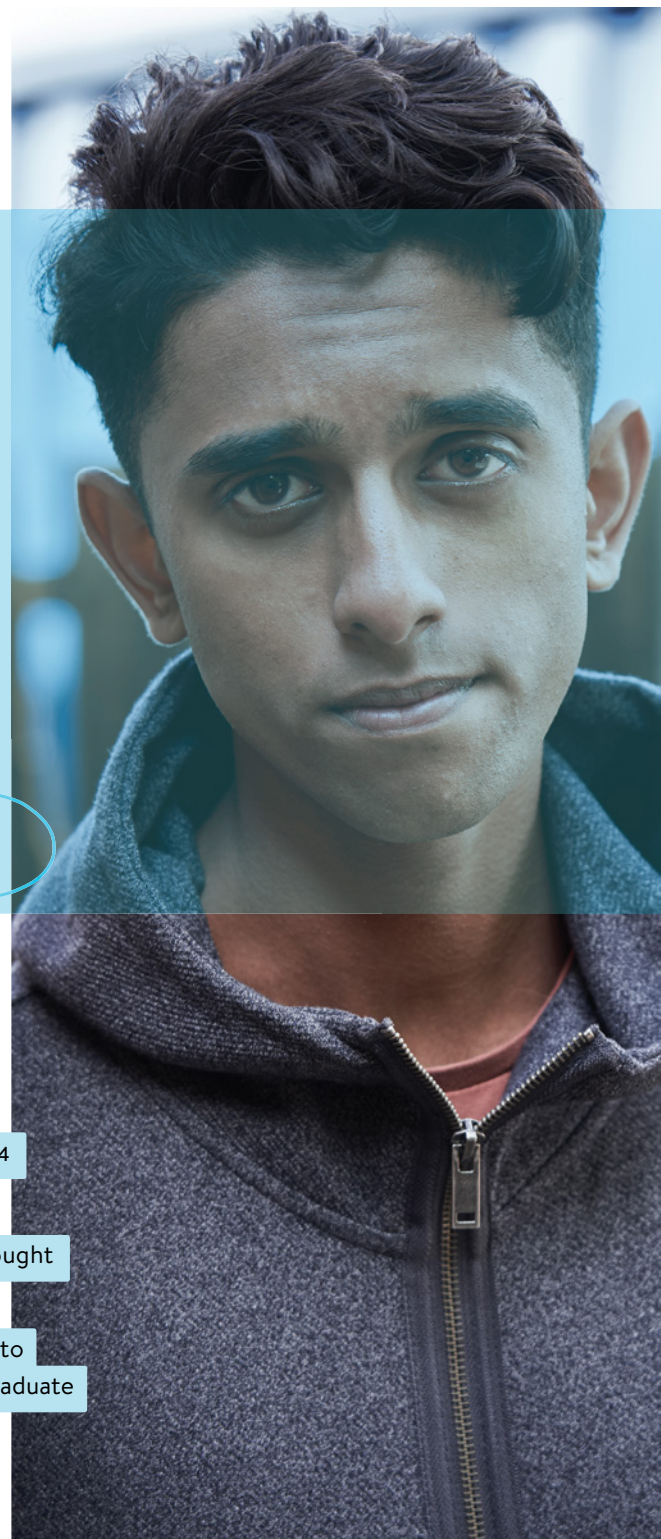
"I like the way staff treat me with respect" – JD, AGE 17

"We learn how to treat other people how we want to be treated" – DB, AGE 14

GRF YOUTH

"I can't thank you guys enough for your help and encouragement. I never thought I would finish high school, I never even thought of college." – BM, AGE 18

EA, age 18, spent 5 months at GRF, graduated high school with us. Applied to Niagara College and was accepted just prior to his release. He is now set to graduate college in the class of 2022!



Senior Services



SNAP® Staff supporting our Seniors Program, from left to right:
Monique S, Braedon B, Rob W,
Matt B, Megan R

Senior Services division is always looking for new and innovative ways to ensure older adults living in Hamilton have access to food. In 2019, Banyan's GrocerEase program led and organized a pilot project with community partners to link low-income isolated seniors to the Food Bank for needed groceries. Often seniors have difficulty or are unable to get to the Food Bank due to health issues or cannot carry groceries home. Thanks to the creativity and current resources of the community partners, the following two positive changes resulted due to this pilot program.

The Good Shepherd Pilot

The GrocerEase program created an internal process for Good Shepherd, which organized the drop off of groceries from the Good Shepherd Food Bank to one of their Community Hubs once a month. Staff now support isolated seniors within this Hub by delivering groceries to their homes.

Salvation Army, City Housing Hamilton and Banyan Project

Using Banyan criteria for the GrocerEase program, along with the Salvation Army food bank criteria, the City of Hamilton identified 40 clients in six of their Supported Housing buildings that required a Food Bank delivery. To date, Banyan has completed the client intake with the Salvation Army, inputting the information into the Food Share data base. Salvation Army packaged the food and coordinated with Banyan staff to deliver packages to all clients once a month.

Building on this, the next phase of the pilot includes contacting other community partners, such as churches, to see if volunteers can assist delivering the groceries to help expand the program to the other City Housing buildings.

This partnership also led to another positive opportunity. GrocerEase and SNAP® staff were able to distribute a Christmas basket of food and gifts provided by the Salvation Army to clients.



Employee Recognition



From left to right: Catherine Primroy, Glenys Currie, David Farrugia, Glenna Wilson, and Kim Ciavarella

In addition to our Annual Service Award recipients, three Banyan staff were awarded the Service Award of Excellence at Banyan's 2019 Service Awards and Recognition Dinner on October 17th. The Service Award of Excellence recognizes peer-nominated employees for their outstanding efforts in keeping with Banyan's Mission, Vision and Values.

SERVICE AWARD OF EXCELLENCE RECIPIENTS

David Farrugia

Case Coordinator at George R. Force; with Banyan since 2002

Catherine Primroy

Case Coordinator at the Peninsula Youth Centre; with Banyan since 1999

Glenna Wilson

GrocerEase program; with Banyan since 2016

SERVICE AWARD RECIPIENTS, AS OF DECEMBER 31, 2019

Rob Watts, AYC – 30 years

Christian Hornby, GRF – 25 years

Dan Wade, GRF – 25 years

Jim Avery, PYC – 20 years

Barbara Howatt, AYC – 20 years

Bobby Dawson, AYC – 20 years

Karen Kitchen, AYC – 20 years

Jacqueline Smyth, AYC – 20 years

Cory Powell, GRF – 20 years

Carla Breton, PYC – 20 years

Catherine Primroy, PYC – 20 years

John Botten, PYC – 20 years

Bill Battersby, PYC – 20 years

Jason Powell, AYC – 20 years

Harley Pidgeon, GrocerEase – 15 years

Ryan Woods, AYC – 15 years

Corrin Mason, GRF – 15 years

Matthew Laing, GRF – 15 years

Sandy Beveridge, AYC – 10 years

Jeffrey Vander Stelt, PYC – 10 years

Jason Baker, AYC – 10 years

Brandy O'Toole, AYC – 5 years

Jordan Okis, AYC – 5 years

Sean Kelly, AYC – 5 years

Madison Stringer, AYC – 5 years

Curry Callaway, AYC – 5 years

Children's Holiday Party

Have you ever wanted to run away and join the Circus? Thanks to the Children's Holiday Party, the children and grandchildren of Banyan staff had this opportunity on December 7, 2019. The children who attended received professional instruction from the staff at the Circus School on various 'circus skills' and some even participated in 'Ninja training'. This event was an outstanding success! In addition to circus skills training, there was an aerial circus performance. After having lunch, the children received a special holiday gift, and everyone left smiling.

Banyan's All Staff Meeting

Held on February 11, 2020. This meeting was well represented by staff from all programs. It was an opportunity to provide an update on the Strategic Plan, showcasing achievements and lessons learned, and included a show of 'hats-off' appreciation to our staff for work well done. The organizational update was followed by a wellness session facilitated by guest speaker, Rosita Hall.

KEY HIGHLIGHTS 2019 EMPLOYEE SATISFACTION SURVEY RESULTS

84%

Feel happy, valued and have a reasonable workload

94%

The Teamwork theme was tremendously positive!

83%

Feel Banyan is a positive place to work

84%

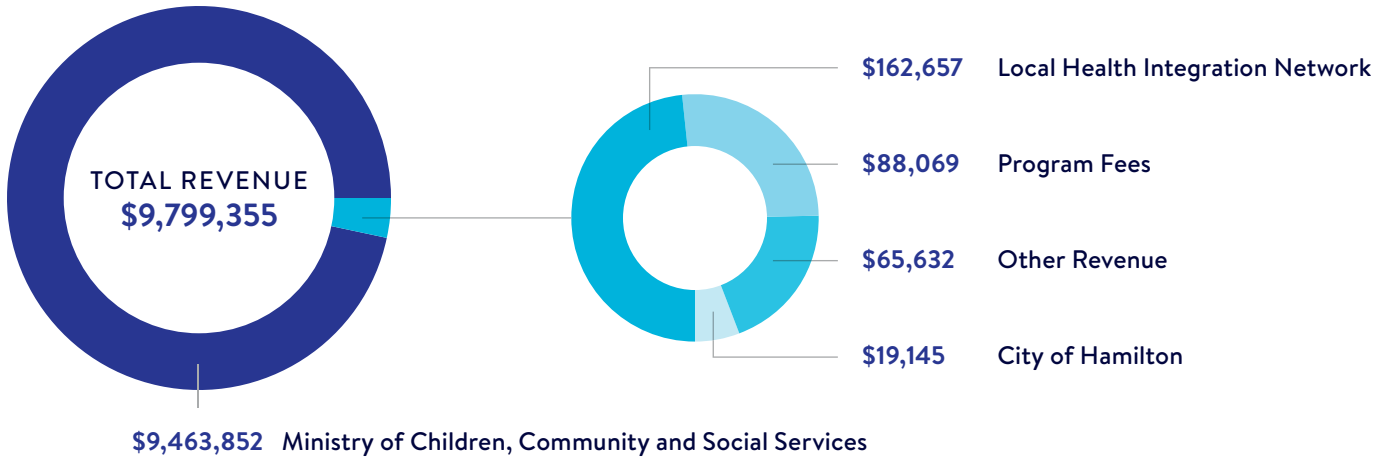
Banyan provides adequate training opportunities

Financial Information

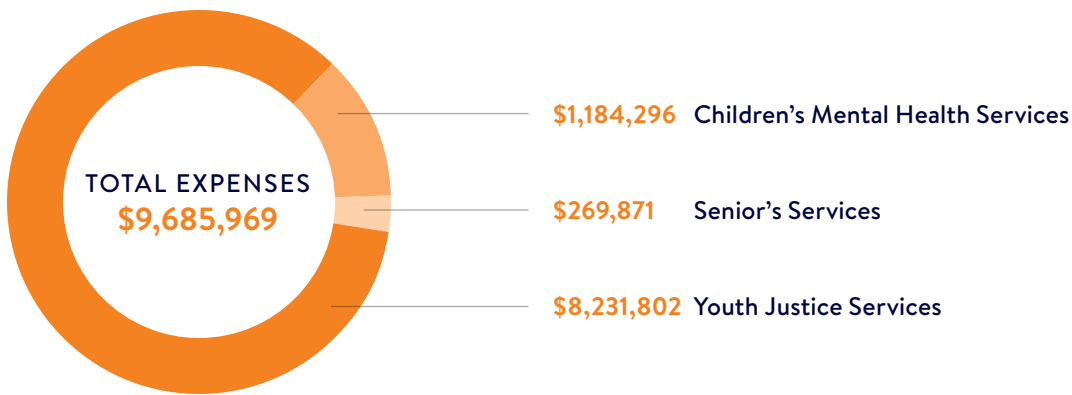
As of March 31, 2020

UNAUDITED

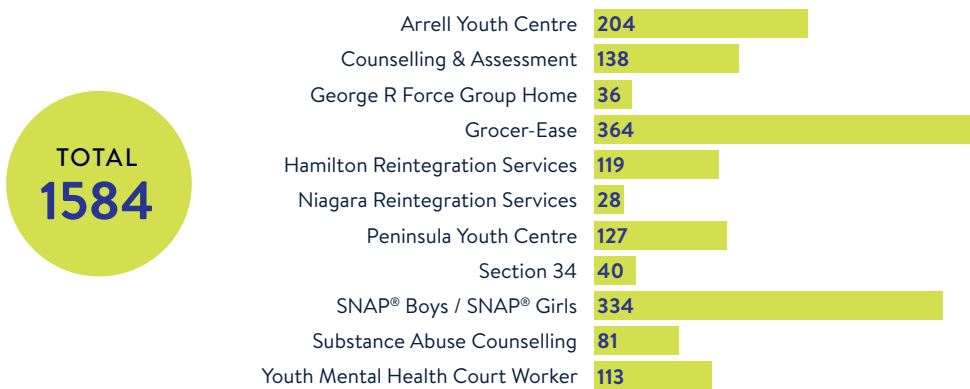
REVENUE



EXPENSES BY PROGRAM



CLIENTS SERVED IN 2019-20



Corporate Profile

BOARD OF DIRECTORS

Donna Zan, *Board Chair*

Jacqueline Barrett, *Vice Chair and Treasurer*

Glenn Cooke

Donnaa Fredrick

Jennifer Gibson

Angela Morgan

Jill McKenzie

Michael Spencer

COMMUNITY MEMBER

Bart Halasa

SENIOR MANAGEMENT TEAM

Kim Ciavarella

Chief Executive Officer

Board Secretary (Ex Officio)

Glenys Currie

Director of Quality and Risk Management

Tracey Frena

Director of Corporate Services

Patrick McCowell

Director of Youth Justice and Community Support Services

Cam Uhler

Director of Residential Services

LOCATIONS

Corporate Office

Senior Services

Children Services

Clinical Services

688 Queensdale Ave. E, Suite 2B

Hamilton, ON L8V 1M1

P 905.545.0133

F 905.549.9011

Arrell Youth Centre

320 Anchor Road

Hamilton, ON L8W 3R2

P 905.574.0610

F 905.574.2861

George R. Force

1760 King Street E

Hamilton, ON L8K 1V7

P 905.544.7777

F 905.547.0666

Peninsula Youth Centre

310 Cream Street, RR#1

Fenwick, ON L0S 1C0

P 905.892.9777

F 905.892.5648

banyancommunityservices.org

