

ANNUAL REPORT
2021-2022



Better. Together.

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

OUR MISSION

Providing client-centered, quality care to individuals and families with complex needs. Supporting people to build independence, resilience, life skills and connection to community through a multidisciplinary approach.

OUR VISION

A transformational partner in the journey to build safe, inclusive and barrier free communities.

OUR VALUES

Respect & Dignity

Integrity & Ethical Conduct

Equity & Inclusion

Advocacy & Social Justice

Accountability & Transparency

MESSAGE FROM THE BOARD CHAIR & CEO

We have continued our proud tradition of serving our communities even as the pandemic still influences the way we deliver our programs and services. In 2021 the organization began two new service programs, launched our new strategic plan, and undertook a reorganization at the senior management level!

With the support of the Ministry of Children, Community and Social Services (MCCSS), Banyan assumed the operation of the Bridge Program (page 5) and the Parent/Adolescent Conflict Program (PAC) (page 4). Both these programs are delivered collaboratively with our education and child welfare community partners, respectively.

In keeping with our renowned tenacity to improve the quality and capacity to serve diverse communities, in April 2021 the Board of Director approved Banyan's Strategic Plan | 2026. It is a robust plan with refined Mission, Vision, and Values and strategic framework to guide our collective efforts.

As the province cautiously transitions towards its COVID-19 exit strategy, we would like to reassure our stakeholders the organization remains resilient and focused on the future. The commitment of our employees during the seemingly endless layers of change is a true living testament to our new Strategic Plan titled, "The Vision To Inspire. The Passion To Care".

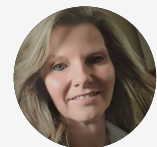
Just as our communities evolve and diversify, so too does Banyan. Over the last year, we have welcomed three new Directors to our senior management team. The leadership changes effectively leverage the expertise of the individual team members with the goal to improve collaboration agility.

2021–22 was a time of rapid societal transformation, technological advances, and unprecedented changes in the workplace. As responsible ambassadors of our Ministry funds and the growth of the organisation, Banyan's quality improvement program recognized the prevailing need to get ahead of the curve. As a result, over the past year cross-functional teams worked on six key organisational processes using the disciplined Lean Six Sigma improvement methodology. The end results will propel Banyan's capacity through engagement, continuous development, and business transformation.

On behalf of the Board of Directors and leadership team, we are honoured to showcase in this report Banyan's service excellence only made possible with the support and commitment of our funders, community partners and employees. As an organisation grounded with a clearly articulated strategy and outstanding employees, we eagerly face forward prepared for delivering quality, holistic and responsive services well into the future.



Glenn Cooke
Board Chair



Kim Ciavarella
Chief Executive Officer

YEAR ONE INTO OUR STRATEGIC PLAN | 2026

SAFETY

Recognising our responsibility to protect the safety and well-being of our employees and those we serve, we began the journey of evaluating Banyan's Enterprise Risk Management (ERM) across the organisation, including workplace health and safety plans.

Next Steps will include developing risk treatment plans for risks identified on the Risk Registry. Banyan will review the risk management system annually to evaluate its effectiveness, making recommendations for improvement where needed and updating the risk registry to keep it current.

As an integrated shared responsibility for risk management, the new ERM framework will help Banyan plan for the unforeseen while at the same time advance our strategic objectives.



PEOPLE CENTERED WORKPLACE

The goal behind Banyan's People Centered Workplace strategic direction is to, "Build inspiring places to work and learn". Over recent years, collective citizen approach is making positive inroads for creating safe, diverse, and inclusive communities. So too at Banyan.

While policies do need to be in place, it was recognized that a great amount of personal, team, and organizational work needed to be done. During 2021-22 extensive learning and research was conducted by the senior management team in finding the best approach to truly embrace Equity Diversity and Inclusion (EDI) at Banyan. Thus began the journey for securing EDI training for the Board of Directors and management team to start with.

The fruits of our research have paid off well as we were successful in enlisting the help of a renown advisor, speaker, mental health clinician, and certified coach with a bold vision for an equitable and inclusive world for all of us! Scheduled for the fall 2022, the facilitator will help move us beyond the policies and promises – and into action that will affect real, lasting change within Banyan.

SERVICE EXCELLENCE

Banyan believes that youth presenting with physiological, psychological, dependency and/or co-morbidity issues will have better outcomes if their medical care is provided under a primary care model. This model ensures continuity and ease of movement across the professional and health services provided by Banyan (physicians, social work, nursing and psychiatry) so that care remains integrated. It allows the youth to develop a strong therapeutic relationship with the person/or multi-disciplinary team most directly responsible for their care. While key to the success of this model is the provision of a consistent level of care to all youth regardless of where they are located, currently at Banyan the youth's experience will differ depending on which residential site they are admitted in to.

Moving forward Banyan has an interest in building on its existing expertise and drawing on best practices to build a primary care model within Banyan's youth justice services to provide equitable access for youth to all professional and health services. As much as possible, we want youth to be supported by a consistent multi-disciplinary team in which the same health services are made available to youth across all facilities to better support their needs.

The initial work has begun to trial a primary care model to assess the viability of this concept for Banyan and how, if implemented, the impact would be for the youth.

PARTNERSHIPS & COLLABORATION

Banyan was one of three providers that have been selected by the Ministry of Health to be a designated Public Health Ontario's Infection Prevention and Control (IPAC) champion for Hamilton congregate care settings. Over the past year, Banyan has worked with partners from across the local health system who have IPAC expertise to ensure specialized guidance and support is available to congregate living settings.

The provincial government's Child Welfare Redesign Strategy calls upon community leaders to work together in new ways. Taking the initiative to work proactively with the two child welfare agencies in Hamilton and McMaster University, Banyan submitted a proposal to evaluate and update the current model of service with a specific focus on examining the experiences of youth and families, including diverse/marginalized communities.

The goal of Banyan's Partnership and Collaboration strategic directive is to cultivate strong relationships that drive transformational change. As you can see, it is a challenge we take to heart, each and every day in all that we do.

FINANCIAL HEALTH

Create & implement sustainability plans for the SURE program.

Banyan developed the Self Understanding and Regulation of Emotion Program (SURE) to support youth aged 12–14. The ability to trial this program came from applying for a 1-year Trillium Seed Grant in 2018. Using the successful outcomes for the Seed Grant, Banyan then applied and was granted a 3-year Trillium Grow Grant in 2020 to expand the program. The goal for Banyan is to secure annual funding to sustain this vital community program. The first step in this process commenced October 2021 with a collaboration between Banyan and McMaster University 'Spark' program, a centre for social research innovation.

Using data from the SURE program, including first hand narratives about the experiences of program participants, McMaster has conducted an initial assessment of the program and found there was a consistent, dominant pattern in a variety of positive changes that occurred with the youth. Moving forward the next step for Banyan is to use this information to obtain annualized funding to support this program ongoing.

STRATEGIC PLAN | 2026



SURE



CHILDREN SERVICES

DEVELOPING AN INTEGRATED FAMILY CARE MODEL

Over the past 5 years, we have observed that the care and support families need is changing and becoming more challenging and complex.

As Banyan increased the number of its community support programs and services, the question became, ‘So where do we go from here?’ Moving forward—do we keep providing services to families in the same way, or do we start to look at what is possible if we work together in a more coordinated and integrated way?

With the Parent and Adolescent Conflict (PAC) program joining Banyan on October 1, 2021, this became the opportune time to look at what the organization could do differently to better support families. In November 2021, Banyan developed an Integrated Family Care Model of service delivery (social work, nursing, child and family support), which is a true client-centered approach, tailoring a ‘bundle’ of services that best meets the needs and goals of family members.

Multidisciplinary team meetings were introduced to review the families supported by the PAC program and to recommend a bundle of services based on the unique needs of each family. The goal is to determine if working in an integrated way will provide families with a wider range of interventions and service options to stabilize their home and family situation. With the community team working together the families will have more choice about what is possible and be empowered to choose what they feel is more impactful for them to stabilize the current issue(s) in the home.

This project is at the beginning stages to review what is possible if we look at what we did well already and then make it better. “Better Together” is just not a tag line. It is what can occur when we work as a team.

PAC PROGRAM



YOUTH SERVICES

THE BRIDGE PROGRAM

Bridge is an alternate education program for male and female justice involved youth that have difficulty succeeding in traditional school settings. Bridge Program consists of two components:

01. The on-site classroom

The classroom strives to promote and enhance the continued academic success of students. Operated in cooperation with the Hamilton Wentworth District School Board, classroom provides professional in-class, school-based care, educational/vocational support and linkages for youth. The classroom services twenty students, both in-person and remotely and also supports approximately ten other youth transitioning back to traditional school settings.

02. Community support services

The second component of the program focuses on supporting youth as they transition from a section 23 classroom to mainstream schools or vocational programs. Bridge also supports youth with completing court ordered community services hours, employment certifications, resume development, and support for new parents.

Since April 1, 2021, the program has assisted three youth with obtaining their high school diploma. In addition, the program also supported approximately twenty additional youth obtained a combined 59 credits for in-class and remote work. Lastly, staff supported an additional ten youth who obtained 72 credits by completing the Prior Learning Assessment and Recognition (PLAR) process.

THE MOVE TO OUR NEW LOCATION AT 435 YORK BLVD.

As the pandemic continued to present barriers for youth to receive mental health support and access services, we pivoted our service delivery model. We recognized the importance of accessibility and developed a model that allowed youth to attend one location, while accessing multiple services. The Bridge Program, SNAP®, Youth Mental Health Court Worker, and Clinical Support are all under one roof at our new location at 435 York Boulevard. This move enabled us to have a centralized hub of services that fosters collaboration and a seamless referral system for our community partners. The new location has allowed us to create a continuity of care where youth can come, feel supported while receiving services in one location.

BRIDGE PROGRAM | PROGRAM SITES



SENIOR SERVICES

AGING IN PLACE: GROWING OLDER AT HOME

Imagine you live on your own and are doing well and your goal is to stay safely at home for as long as possible.

Staying in your own home as you age is called “Aging in Place”, which necessitates planning what needs to be put in place to ensure any older adult, who wants to, can safely stay at home. As a person ages, however, they often find that they can no longer shop independently and/or carry groceries home and have no family or social supports to help them. This issue should not become a barrier to aging in place and the reason why someone has to leave the comfort of his or her home and prematurely move to an alternate living situation.

Helping older adults who can no longer grocery shop to obtain nutritional food is what the Grocer Ease staff do every day. In the last year, 558 clients were provided assistance to obtain food, which allowed them to stay safely in their own home. The results of this simple low-cost service to a senior wanting to stay at home is invaluable.

“

“My shopper is an angel, she gets me what I need to stay at home.”

“My shopper has helped me stay in my home.”

“My shopper is a life saver. Without her, I don’t know what I would do.”

“My shoppers makes sure that I am safe. Really don’t know where I would be without the service.”

SENIOR SERVICES

EMPLOYEE RECOGNITION

Banyan staff continue to work tirelessly harnessing all their energy to meet our clients' needs during this difficult time. We applaud their perseverance, dedication and commitment.

Throughout the week of October 18–22 we celebrated with some goodies, fun activities, and the chance to win a Tim's gift card. Kudos to you for being awesome colleagues and making our workplace a great place to be!

SERVICE AWARD OF EXCELLENCE RECIPIENTS

Chris Joudrey – IT Systems Administrator

SERVICE AWARD RECIPIENTS, AS OF DECEMBER 31, 2021

30 years

Cameron Uhler – Corporate
Sandra Muir – AYC
Stephen Small – PYC

25 years

Antonio Leonardo – PYC
Tony Martin – AYC

20 years

Chris Froud – PYC
Crystal Dzirneklis-Porco – PYC
John Irvine – PYC
Karen Sunstrum – PYC
Samantha McDonald – GRF
Shaun Somers – PYC
Warren Leet – AYC

15 years

Amber Powell – SNAP®
Izzy Bendlis-Chavez – PYC
Lisa Costa – AYC

10 years

Donna Pelech – Grocer-Ease
Bill Scarbo – PYC

5 years

Dane Bott – SURE
Glenna Wilson – Grocer-Ease
Grant Muzzell – Corporate Services
Karen Chesebrough –
Corporate Services
Sambath McNaughton – GRF

KEY HIGHLIGHTS OF 2021 EMPLOYEE SATISFACTION SURVEY RESULTS

85%

of staff agree that their job is part of something meaningful

85%

of staff agreed that their supervisor treats all employees fairly & consistently

96%

of staff agreed that their fellow workers treat them respectfully

Teamwork theme continues to be positive at

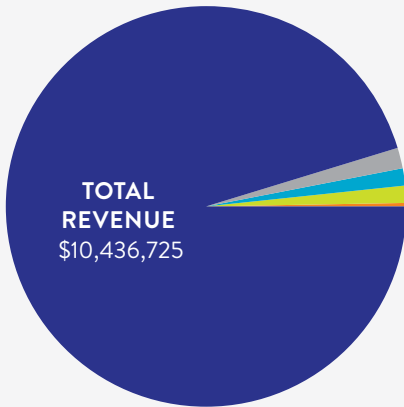
82%

[VISIT OUR CAREERS PAGE](#)

FINANCIAL INFORMATION

As of March 31, 2022 | Unaudited

REVENUE



\$9,962,434
Ministry of Children,
Community and
Social Services

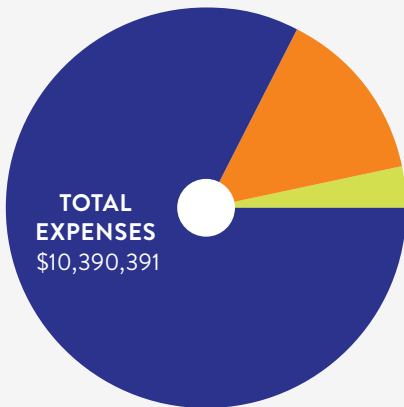
\$162,657
Home and Community Care Support Services

\$165,633
Other Revenue

\$126,473
Program Fees

\$19,528
City of Hamilton

EXPENSES BY PROGRAM

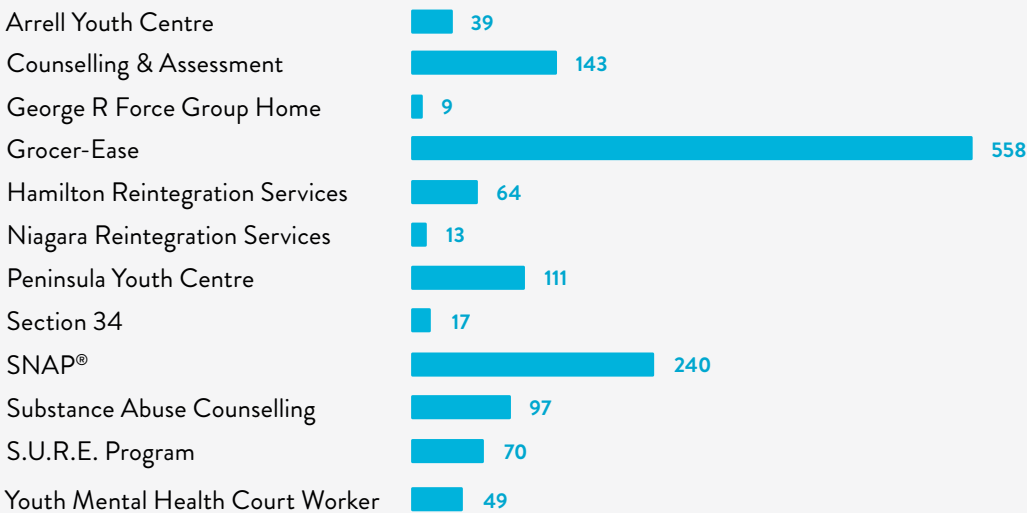


\$8,596,010
Youth Justice Services

\$1,449,435
Children Services

\$344,946
Senior Services

CLIENTS SERVED IN 2021-2022



1410
Total Clients
Served

CORPORATE PROFILE

Board of Directors

Glenn Cooke (Chair)
Angela Morgan (Vice Chair)
John Laratta (Treasurer)
Sonia Boyle
Donnaa Fredrick
Mark Garcia
Vikki Holder
Yvonne Kaczanowski
Jill McKenzie
Miles Markovic
Michael Spencer

Community Members

Bart Halasa
Julie Lajoie
Goran Zivkovic

Senior Management Team

Kim Ciavarella
Chief Executive Officer
Board Secretary (Ex Officio)

Fran Doodeman
Director
Community and Nursing Services

Jennifer Krawczyk
Director
Organizational Development and Performance

Shirley Lonschek
Director
Finance and Administration

Cam Uhler
Director of Operations

LOCATIONS

Corporate Office

Senior Services
Children Services
688 Queensdale Ave., 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

Clinical Support Services

Bridge Program
Children's Group Sessions
435 York Blvd.
Hamilton, ON L8R 3K3
P 289.246.9044
F 905.549.9011

banyancommunityservices.org



Charitable Business Number: 88735-5881-RR0001
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de l'agrément