

2020-21

ANNUAL REPORT



# 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](http://banyancommunityservices.org)

## OUR 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 the Board Chair & CEO

Banyan’s 2015–2020 Strategic Plan, “Building Positive Foundations” initiated the journey to establish a higher standard of distinction which would establish Banyan Community Services as leaders in youth, children and senior services in the region. “To invest in our future through excellence, inspiration and positive change for our community,” has been a focus on the team this year.

In 2020 our services and leadership remained focused on our outcome and values, despite the challenges the pandemic presented. The staff within Banyan Community Services have performed with extraordinary care and quality to support one another, the youth and to lead the way during a very uncertain time. The staff and community have learned much over this year and have developed skills for supporting individuals during a time of uncertainty and distress.

At the beginning of the COVID-19 pandemic we focused on three core priorities: our employees, those we serve, and the community at large. We listened to our stakeholders and clients to help guide us through uncertain times when safety was so important for the clients and community. We worked and adapted during the ever changing climate. We also learned how to pivot and change our direction quickly as a team. Our collective responsiveness served us well. We were able to proceed and emerge stronger.

As we reflect back over the past year it is abundantly clear that honouring our values is underpinning our success. From advocating on behalf of an at-risk senior to learning about human trafficking within the indigenous community, our values lead the way. Our team enhanced food security for our seniors during the early stages of the pandemic, and also worked with the Ministry of Children, Community and Social Services (MCCSS) to ensure conversations remained

open about how youth could receive services during lockdown and how families could remain involved.

These successes are complemented by our commitment to maintain collective resilience, our relentless focus on client service excellence, and our long-standing approach to quality and risk management accountability.

We are proud that during 2020–21 we have been able to deliver on our commitments to create value for our clients, our employees, our partners and our communities. The work achieved from our 2015–20 “Building Positive Foundations” strategic plan sets the momentum for future success. Our unwavering commitment to keep the needs of our youth, children, seniors and their families’ front and centre guides the way.

In recognition of these achievements, Banyan’s Board of Directors and leadership team would like to express sincere gratitude to our employees for their focus and dedication, and we thank our Ministry and community partners for their continued trust.



**Jacqueline Barrett**  
Board Chair



**Kim Ciavarella**  
Chief Executive Officer

# Our Values in Action

## ADVOCACY



**Mr. Smith's Story:** *While a Banyan employee was delivering food to clients at a local apartment building, a gentleman, Mr. Smith, approached him and asked how he would get food. He had just moved to Hamilton and had no family to help him. The Banyan employee listened to Mr. Smith and discovered he had no food at home or money to buy it until his cheque arrived at the end of the month. He spoke of his urgent need for help, and being new to Hamilton, he didn't have community connections or access to a phone. The Banyan employee made sure Mr. Smith had fresh food by connecting him with Salvation Army and was enrolled with the Food Bank. Banyan linked Mr. Smith with other local agencies and within a week, he had received help with his move to Hamilton.*

Banyan is aware that food insecurity and social isolation is a growing problem among older adults in Hamilton, and programs like the 'Coordinated Food Access Hubs'

are valuable because it improves access to food for those who live in extreme isolation, while at the same time providing them with meaningful connections within their community.

Banyan applied for and received funding from Ontario Trillium Foundation and New Horizons to assist Banyan to implement their 'Coordinated Food Access Hubs' program. Thanks to these grants, this program has been able to provide food deliveries to 45 seniors improving their food security and reducing social isolation through improved connections.

## RESPECT

Studies suggest that there is a much higher percentage of LGBT2SQ<sup>1</sup> children and youth involved in the child welfare system than the estimated 10% of the general population who identify as LGBT2SQ<sup>2</sup>. Reasons for this include, but not limited to:

- Difficulty finding a trusted person to be open with about their identity (e.g., an ally in whom to confide).
- Lack of understanding by professionals of their roles in supporting families who may be struggling with their

LGBT2SQ child or youth's gender identity, gender expression, and/or sexual orientation.

It has become increasingly clear that some of the children/youth we serve in Children Services are struggling with their sexual orientation, gender identity, and gender expression and for that reason it is essential Banyan strives to provide an environment where they can feel comfortable and safe and be treated with dignity and respect. This is done through development of fair, inclusive, and appropriate policies, procedures and practices. As well as training all Children Services staff to have a better understanding of the LGBT2SQ community and to use inclusive language as a powerful way to demonstrate that no assumptions and/or value judgments will be made about a child/youth's identity or the ways they prefer to express their gender.

## INCLUSIVENESS

Banyan was the successful receiver of a MCCSS Micro Grant application for Youth Violence Human Trafficking Prevention Program (YVHTPP). This opportunity provided funding for Banyan to facilitate a four-

<sup>1</sup> LGBT2SQ refers to gender identities and sexual orientations including, but not limited to, lesbian, gay, bisexual, transgender, Two-Spirit, queer, and questioning.

<sup>2</sup> U.S. Department of Health and Human Services: Child Welfare. Available at: <http://youth.gov/youth-topics/lgbtq-youth/child-welfare>; and Child Welfare Information Gateway: Supporting Your LGBTQ Youth: A Guide for Foster Parents. Available at: <https://www.childwelfare.gov/pubPDFs/LGBTQyouth.pdf>



day training consortium, hosted virtually. The response to such training was overwhelming by community agencies depicting an accurate reflection of the heightened concern involving child and youth trafficking. This workshop primarily focused on understanding the cultural components of sexual exploitation and supporting children and youth who have been affected by sexual exploitation and sex trafficking. Wanda Whitebird, Elder, provided valuable historical information regarding exploitation of Indigenous folk and the current impact it is having on their communities. Jennifer Richardson, Director of the Provincial Anti-Human Trafficking Coordination Office, Ministry of Children, Community and Social Services in Ontario facilitated an engaging and accurate reality of the current trafficking environment. Barriers and strategies for supporting children and youth involved in such was explored and generated significant collaboration between agencies across the region. This training provided tools in helping to identify signs of trafficked individuals and understanding the culture that continues to exploit vulnerable youth.

## RESPONSIVENESS

March 2020 saw everyone's lives change when the COVID pandemic hit Ontario and caused a first ever provincial lockdown. A Crisis Management Team was put in place to oversee Banyan's response to the COVID pandemic and all federal and provincial acts and legislation. These were (and still are) constantly changing and staff have always displayed resiliency and adapted to new guidelines. Banyan staff are applauded for continuing to provide excellent quality services to their clients. Banyan is very proud to have wonderful and dedicated staff. We truly are Better. Together.

Banyan was selected by the Ministry through their Infection, Prevention and Control (IPAC) program to be an "IPAC Champion" to provide support and education to transfer payment agencies.

## ACCOUNTABILITY



One key objective on the 2015–20 Strategic Plan was to implement a client information system (CIS) that would standardize and simplify data collection and reporting across Banyan's programs. A CIS

Working Group was established and met frequently to choose a CIS and complete the implementation plan. It was with great excitement that on October 1, 2020, Banyan went live with CaseWORKS, the new client information system.

## TRANSPARENCY

Organizational transparency is key to Banyan's values. When transparency is part of workplace culture, it comes along with trust, open communication, and greater levels of employee engagement and advocacy. A transparent organization can be created by sharing results with internal and external stakeholders and seeking input into decision making processes. In 2020–2021, as part of our commitment to transparency and in keeping with best practice, we conducted a full review of the organization's administrative processes. Staff from all levels of the organization were involved in this process and were encouraged to participate and provide input that will be used to guide the effective management of change and form the basis of recommendations to facilitate improvements in corporate processes, reduce inefficiencies and role duplications, and enhance productivity.

# Children's Services

Imagine trying to cope in a world without the skills to deal with all the emotions you are feeling. The SNAP® and SURE staff meet children and youth everyday who are either withdrawing from social interaction and/or having verbal or physically escalations due to the stress they are feeling in their world.

Imagine watching your child struggle with simply getting along with family and friends and feeling good about themselves. Every day the staff in these programs meet the parents who are worried about their child and struggle with how to help them make better choices to improve their happiness.



**This excerpt is from a parent's letter to Banyan that says it all...**



my son is 12 years old and is wonderful in so many ways, I can go on and on. The only problem was my son was bullied from the SK to grade 4. No matter how much we tried to help, over time all that was left was a shadow of a boy. Now let's toss COVID 19 into the mix and you now have the perfect storm.

After hours of online researching, I found help through Banyan. Help that would change my son's life... our life. At that first appointment my son kept his head down. He would not share any information unless asked and cried when he had to respond to certain delicate questions. This was the lowest point a mom could ever feel. No ice cream would remedy this.

Like a windsurfer learning his skill we got to watch a very slow and beautiful process emerge. week after week (while in lockdown) my son and I attended 11 virtual sessions. WOW! I was not ready for what was to come. week after week my son would drop his shield a little more. He was listening and he was being heard. Each session brought a

new skill. The program facilitator would get him to open up about deeper issues that caused him pain, heart tugging issues. I had no idea how heavy this weighed on him.

It was a long road due to COVID-19 but we are blessed for this opportunity. my son was in therapy and would sit with a social worker every week but nothing gave him the sense of belonging like Banyan's program did. my son would tell stories about being bullied and say how "Now I know, only I can control my thoughts." He now knows to ignore distractions as well as – and more importantly – how to cope when they arise. Today he speaks more openly about his feelings as oppose to outbursts and tears.

my son has come full circle from the dark shadow he was. He shares with his teachers the strategies he learned at Banyan. He understands not only is he a fantastic kid but that he's not alone – that lots of kids share fears or despair but don't know how to ask for help.

**Thank you for giving me back my baby boy.**

# Youth Services

COVID-19 brought forth many challenges and facilitated much change within Youth Justice Services. It was evident that during this time of unprecedented chaos that the youth needed to maintain as much stability, normalization and support as possible. It was also evident that there was a rise in complex mental health issues, specifically within the youth population. Fewer community supports were available to youth and many service providers relied solely on Banyan's clinical component to help provide mental health support.

Banyan recognized the importance and need to restore in-person service delivery. In response to finding the safest way to do this working with Ministry partners, the crisis management team and our occupational health and safety committee, Banyan moved their clinical services to 190 Catherine Street, Hamilton. It is centrally located and also provides an area for Banyan's Hamilton reintegration workers to meet with youth.

Banyan's Catherine Street provides a safe place for community partners such as, Hamilton Police Services, Human Trafficking agents, child welfare agencies, and Youth Probation to meet with the youth, and work collaboratively with the clinical team to help ensure the well-being of everyone involved.

Banyan's Youth Mental Health Court Worker (YMHCW) program pivoted from in-person referrals to a virtual platform. This change encouraged the YMHCW clinician to rely on relationships with the Crown Attorney's, Defense Counsel and Duty Counsel to generate referrals to the program.

Throughout the pandemic Banyan diversified their clinical services creating a service delivery model to address and respond to the acute mental health needs of the youth we serve.



# Senior Services

No matter our age, we all strive for and enjoy independence. From the time we are born, our parents teach us how to care for ourselves until we reach adulthood. Then we begin the process of teaching our own children the value of doing things for themselves. Success, happiness and other life achievements are often the result of doing things on our own. Independence is instilled in us throughout life—and the desire to be independent does not diminish with age. If anything, it becomes more important to seniors.

The importance of being independent is two-fold for seniors. Independence is sometimes the only thing seniors may feel they can control as certain aspects of their life change with age. Additionally, maintaining independence promotes a sense of achievement that for many seniors generates a great sense of self-worth and well-being. Often, seniors are able to live independently with little or no help at all. However, some need assistance due to physical or mental limitations that come with aging. In these cases the Social Services sector in the community work together with the collective goal to help seniors maintain independence for as long as possible. Banyan's Grocer-Ease program works with other Community providers to create an environment that enables a senior to be engaged in their decisions to foster a sense of purpose.

Banyan's Grocer-Ease staff helps with grocery shopping to make sure the seniors receive the nutrition they need to help them stay active and independent. The staff also provides personal interaction and a friendly voice which helps maintain the overall emotional/mental health wellbeing of the senior.

For many seniors, the goal of independence—with a little help—can be achieved.





# Employee Recognition

This past year has brought many challenges and Banyan staff have risen above them all. Each and every staff member is a valuable member of their team and their efforts are truly appreciated. They brought forth Banyan's vision of "Foster Hope. Inspire Change. Achieve Potential." All staff were celebrated during Employee Recognition Week, October 19–23, 2020.

## SERVICE AWARD OF EXCELLENCE RECIPIENTS

### Elyse McCreadie

Clinician

### Fran Doodeman

Manager of Community & Nursing Services

### Todd Honsberger

Reintegration Worker, PYC

## KEY HIGHLIGHTS OF 2020 EMPLOYEE SATISFACTION SURVEY RESULTS

**85%** of staff are aware of Banyan's Mission Vision and Values

**84%** feel happy, valued and have a reasonable workload

**79%** Feel Banyan is a positive place to work

**80%** The Teamwork theme was very positive at 80%

## SERVICE AWARD RECIPIENTS, as of December 31, 2020

**20**  
YEARS

**Brad Maclachlan**, PYC  
**Chantal Briere**, PYC  
**Kristopher Garbes**, PYC

**15**  
YEARS

**Carol Hoblyn**, GE  
**Rosanne Maidens**, PYC  
**Steven Barberic**, GRF

**10**  
YEARS

**Kevin Florek**, AYC  
**Michael Beale**, AYC  
**Pasquale Cortese**, PYC  
**Richard Wilson**, AYC  
**Ryan Buckle**, AYC  
**Sandra Guthrie**, AYC

**5**  
YEARS

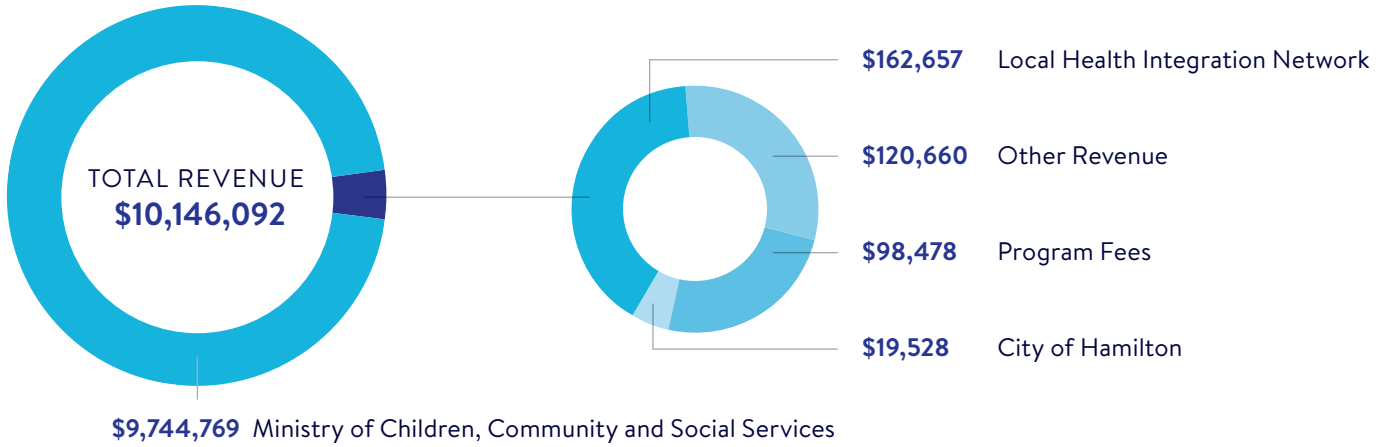
**Catherine Woodall**, GE  
**Glenys Currie**, Corporate  
**Jarret Reddicliffe**, GRF  
**Justin Hedley**, PYC  
**Patrick DiGiacinto**, AYC  
**Peter Mosley**, PYC  
**Rachel Cvetkovic**, AYC  
**Roman Hanzek**, GRF  
**Selvins Cornejo**, GRF

# Financial Information

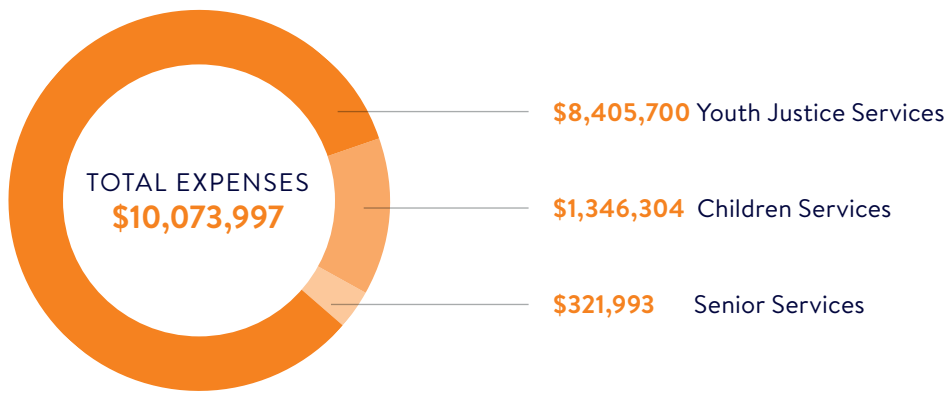
As of March 31, 2021

UNAUDITED

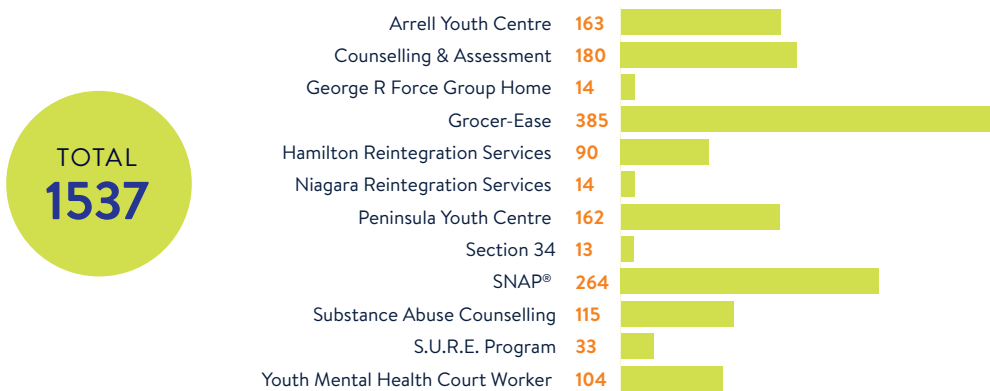
## REVENUE



## EXPENSES BY PROGRAM



## CLIENTS SERVED IN 2020-21



# Corporate Profile

## BOARD OF DIRECTORS

Jacqueline Barrett, *Chair*

Glenn Cooke, *Vice Chair*

Jennifer Gibson, *Treasurer*

Sonia Boyle

Donnaa Fredrick

Mark Garcia

Yvonne Kaczanowski

John Laratta

Jill McKenzie

Angela Morgan

Michael Spencer

## COMMUNITY MEMBERS

Bart Halasa

Julie Lajoie

## 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

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

190 Catherine Street

Hamilton, ON L8N 2K3

P 289.246.9044

F 905.549.9011

