



ONTARIO  
ASSOCIATION OF  
CHILDREN'S  
REHABILITATION  
SERVICES



# “Your Voice Matters”

Annual Report 2010 ~ 2011

At OACRS we envision an Ontario in which ALL children have the best opportunity to achieve their full potential



*The Honourable David C. Onley, O. Ont.,  
The Lieutenant Governor of Ontario*



THE LIEUTENANT GOVERNOR OF ONTARIO  
LE LIEUTENANT-GOUVERNEUR DE L'ONTARIO

8 November 2011

It is with pleasure that I extend greetings to the Ontario Association of Children's Rehabilitation Services as you host your annual meeting.

Since 1978, this organization's commitment to services for children with physical, communication and/or developmental challenges in this province has made a significant difference by being the singular voice for 21 member centres and advocating on behalf of the 60,000 children who you serve.

This past year has been a busy one: new government funding was secured for the Treatment Centres; Awards and Scholarships have been introduced to recognize the works of individuals, and to support young people pursuing post secondary education; and the Children's Rehabilitation Information System Project was launched.

As The Queen's representative in Ontario and your Honorary Patron, I congratulate you on a year of great achievements and send my best wishes to your scholarship recipients, and to the staff and volunteers of this vital and hard working organization.

A handwritten signature in black ink that reads "David C. Onley".

David C. Onley

## The Voice of Children's Treatment Centres

Since 1978, the Ontario Association of Children's Rehabilitation Services (OACRS) has represented the interests of Children's Rehabilitation Centres in Ontario. Through our services as a membership organization, we provide a powerful united voice for our member centres and deliver leadership by influencing policy, programs and funding to maximize the potential for all children and youth facing physical, communication and/or developmental challenges. Currently OACRS represents 21 Children's Treatment Centres across Ontario.

OACRS is committed to advancing an integrated, inclusive and family-centred sector. OACRS' members provide innovative therapies and extensive treatment options to 60,000 children with physical, developmental and communications needs annually in cities, towns and rural areas across the province.

Our partners in children's rehabilitation include the Ministries of Children and Youth Services, Community and Social Services, Education and Health and Long-term Care. Together our members provide over \$185 million of services on a yearly basis.



# Your Voice Matters!

OACRS' success is dependent on our ability to make voices matter! Voices inform our work; we need to listen and respond. We need to act as the voice of our sector.

In determining our priorities for action, we are very grateful for the voices of the **kids and families** that receive services from our member centres. We have worked hard this year to build the capacity of our provincial Family Advisory Council. A dedicated commitment from the parents who comprise our FAC has brought a strong voice to OACRS. New plans are in the works to strengthen and grow the family voice, both provincially and locally. **Youth** voices resounded very loudly for us at last year's conference. We were inspired by the experiences of those who shared with us at our panel and we were delighted to make their stories available to a large audience of YouTube viewers.

Our day to day work at OACRS is enriched by the input and advice we receive from our **member centres, Staff and volunteers** at so many levels within Children's Treatment Centres, work with OACRS and with each other to enhance the system of services and supports. This is evident in the OACRS Leadership Council, the Clinical Services Network, Finance and Human Resources Managers Groups and the newly formed Fundraising and Development Network.

We began the 2010-2011 fiscal year with welcome news of a \$9 million investment in Ontario's Children's Treatment Centres. The voices of families, members and OACRS were heard across the province by **elected officials**, and government responded!

OACRS' members also listened to the voice of **government**. Across the province, our members responded to a call to deliver ABA services to children with autism and to participate in pilot projects related to improving children's access to speech and language services. Together with our external sector **partners**, we will continue to urge policy makers to improve an integrated system of services and supports.

OACRS is grateful that our **sponsors** have heard our voice. Without the generous support of our corporate partners, we would not be able to bring the added value to our work that ultimately benefits our members.

As a sector, children's rehabilitation is moving forward! At OACRS we enjoy the strong commitment that exists with all of our stakeholders to work together, to advance together to provide excellent services. We truly believe that this year, more than any other year, **YOUR VOICE MATTERED** in helping to improve the quality of life for kids with disabilities and their families.



Caroline Stone  
Chair, OACRS Board of Directors



Linda Kenny  
Chief Executive Officer



*“Our experiences this past year have been exceptional. We are so fortunate to have the resources in our community.”*

# LEAD



## OACRS LEADS PROGRESS IN SERVICE DELIVERY

In April 2010 the Hon. Laurel Broten, Minister of Children and Youth Services announced \$9 million in new funding for Ontario’s Children’s Treatment Centres (CTCs). This was a direct result of the very successful “Every Kid Matters” campaign – delivered across the province by families, centres and OACRS.

As a result of this funding, our members were able to increase their core rehabilitation budgets. In real terms, this translated into over 3000 children who were able to receive timely assessments and in excess of 2500 children receiving the critical services they needed. Centres were able to make valuable investments in 66 jobs. On average, an investment of 11% became an increase of over 21% in service delivery!

Collectively, OACRS and its members worked together to demonstrate the impact of the government’s investment. This has allowed us to set the stage for future negotiations with funding partners to address the priority needs of children, youth and families.

OACRS believes that families must be a key partner in our work. To that end, a strong and viable Family Advisory Council has been established. Continuing this work will be an important priority in the coming year.

The OACRS Board of Directors was delighted to initiate the OACRS Scholarship Award. Recognizing youth who have benefited from the CTC system and are pursuing post secondary or career goals is an exciting investment in the future.

## OACRS' ACTIONS POSITIVELY IMPACT THE QUALITY OF LIFE FOR CHILDREN WITH DISABILITIES AND THEIR FAMILIES

OACRS' seeks to advance an integrated system of services for children and families. We continue to work with government on issues of high importance such as School Health Support Services, services for children with developmental disabilities, and the implementation of Full-Day Kindergarten. OACRS participated provincially on Ministry of Children and Youth Services' External Reference Groups concerning Speech and Language and Best Start Child and Family Centres, as well as the Ministry of Education's Special Needs Reference Group and Youth Transitions Project.

As the Government laid out its priorities for children with Autism Spectrum Disorder and increasing results in speech and language services, OACRS members were there to participate. Most CTCs will become providers of Applied Behaviour Analysis (ABA) services in their communities and several are engaged in new Speech and Language pilot projects.

# ADVANCE



kindergarten  
every kid matters



- *Pilots were offered in 29 schools in 6 School Boards*
- *Over 300 children with special needs benefited in the first year*

The Ontario Government announced its plans to introduce full-day learning for every four and five year old. OACRS welcomes the introduction of Full-Day Kindergarten in all of our neighbourhood schools. We urge the Government to prevent and eliminate barriers for children with special needs by providing a **full range of specialized rehabilitation supports** to allow full participation by ALL children. OACRS continues to advance its position that a small, targeted investment of approximately \$15 million will

deliver effective transitions and better outcomes for children with special needs.

Several of our members engaged in innovative pilot projects aimed at successfully integrating children into community classrooms. By **amalgamating education and therapy**, kids demonstrated an increased ability to learn and participate, families were more engaged, strong relationships were built with educators and more children were identified and treated sooner.

The Ministry of Children and Youth Services has made a one time investment of \$2.5 million to enable 13 participating centres to introduce a modern, family focused client information system. CRISP (Children's Rehabilitation Information System Project) will allow multi-disciplinary teams to conduct a team assessment, develop an **integrated plan of care**, share important information, view clinical notes and monitor each child and family's progress. This is solid progress in advancing family-centred care. OACRS has assumed a governance oversight role for this project and it has truly been a testament to the collaboration that exists amongst Ontario's children's rehabilitation providers.

## OACRS IS COMMITTED TO EXCELLENCE IN GOVERNANCE AND MEMBERSHIP SERVICE



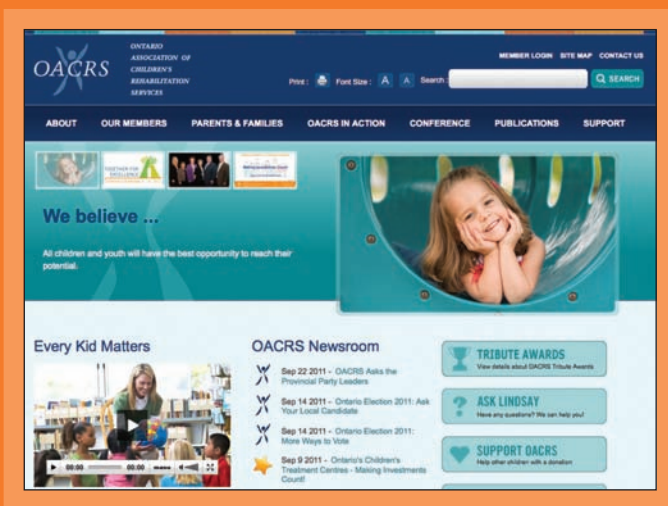
*Official Launch of CRISP – January 2011*

*Back row from left to right:  
Leeanna Pendergast – MPP Kitchener  
Conestoga;  
Stephen Swatridge – CEO, KidsAbility;  
Grant Roberts – President of GoldCare  
(a division of Campana Systems Inc.);  
Linda Kenny – CEO, OACRS;  
George Zegarac – Deputy Minister,  
Ministry of Children and Youth Services  
Front Row: Barb Hill, KidsAbility;  
Anne Huot – Project Director, OACRS*

# EXCEL



Further sector collaboration has been demonstrated in our Governance training offered to all members in a shared learning format. With emerging legislation requirements, OACRS and its members continue to build on the existing foundations of good governance and board business improvements in service delivery environments. The annual conference continues to provide relevant and timely information to clinicians, policy makers, centre leaders and volunteers and families.



**Effective communication advances the work of members and engages decision makers.**

Updates to the OACRS website have given our branding a fresh new face. We continue to work on the enhancements that will foster engagement between and with members.



## OACRS TRIBUTE AWARDS – 2010 Award Recipients

*The OACRS Tribute Awards recognizes individuals and/or organizations that have made a significant contribution to furthering the interests of OACRS and its members and/or the children and families served.*

### OACRS Volunteer Contribution Award *Jeff Williams*



Since September 2002, Jeff Williams has been serving on the OACRS Finance Committee including assuming the role of Chair from 2003 to 2007. Over the many years of service, he has made a significant contribution to the smooth operational and financial health of OACRS.

Jeff embodies the value of volunteerism. He came to OACRS willing to contribute and to learn. He has been a wonderful team player, providing us with the value of his considerable insight and experience. A graduate of University of Waterloo's System Design Engineering program and holding an MBA from the Rotman School, Jeff is currently Vice President, Information Systems at Staples.

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### OACRS Advocacy Award *Parent Advocacy Committee of the Niagara Peninsula Children's Centre*



The Parent Advocacy Committee of the Niagara Peninsula Children's Centre was formed in 2009 to develop strategies and actions to bring government attention to the needs of children in our sector. They enthusiastically began a letter writing campaign to the Minister of Children and Youth Services (MCYS).

Building on the work undertaken by this energetic group of parents, OACRS devised the "Every Kid Matters" family postcard campaign, resulting in over 500 cards being received by the Minister from every part of the province. The success of this past year is evidence of that work and the strong impact parent advocates have on government representatives.

### OACRS Award of Excellence *Paula Grail*

Paula Grail joined the OACRS Board of Directors in 2006. Bringing a passion borne from her experience as a parent and a skill set as a successful business person, Paula quickly went to work to establish a vision for OACRS that would resonate into every community in Ontario.

As OACRS Board Chair, Paula clearly articulated her two main priorities: to bring the entire children's rehabilitation federation together with one voice and to secure vital resources so that children and families could access services that would make a difference in their lives.



Paula's unique style, coupled with her dogged determination, positioned OACRS to achieve both of these goals. Whether it involves telling her own very personal story, meeting with elected officials, tackling uncomfortable but important issues or simply listening to people, Paula rose to the occasion every time.

Her leadership of the OACRS board strengthened our federation. Paula found ways to ensure we could build consensus and move forward in a collective manner. She represented our interests to government in a compelling and genuine manner. She achieved success because it mattered to her, to her family, to her home treatment centre, to the treatment centres and families across Ontario and to the future generation of children to come.

# OACRS SCHOLARSHIP

## 2011 Recipients

OACRS Scholarship Program recognizes a student who has been served by one of Ontario's Children's Treatment Centres and who is pursuing a post secondary or career goal.

OACRS extends congratulations to the following Scholarship Award winners. We salute these three women for their outstanding commitment to their communities and studies.



Samantha Fraser (left) and Linda Kemy – CEO, OACRS

FROM FIVE COUNTIES CHILDREN'S CENTRE

*Samantha Fraser,*  
Fanshawe College

**CAREER GOAL:**  
**Social Worker**



FROM FIVE COUNTIES CHILDREN'S CENTRE

*Hayley Burrett,*  
Centennial College

**CAREER GOAL:**  
**Child & Youth Worker**



The Hon. Laurel Broten – Minister of Children and Youth Services (left) and Hayley Burrett



Linda Price – OACRS Board Member (left) and Taylor Hyatt

FROM QUINTE CHILDREN'S TREATMENT CENTRE

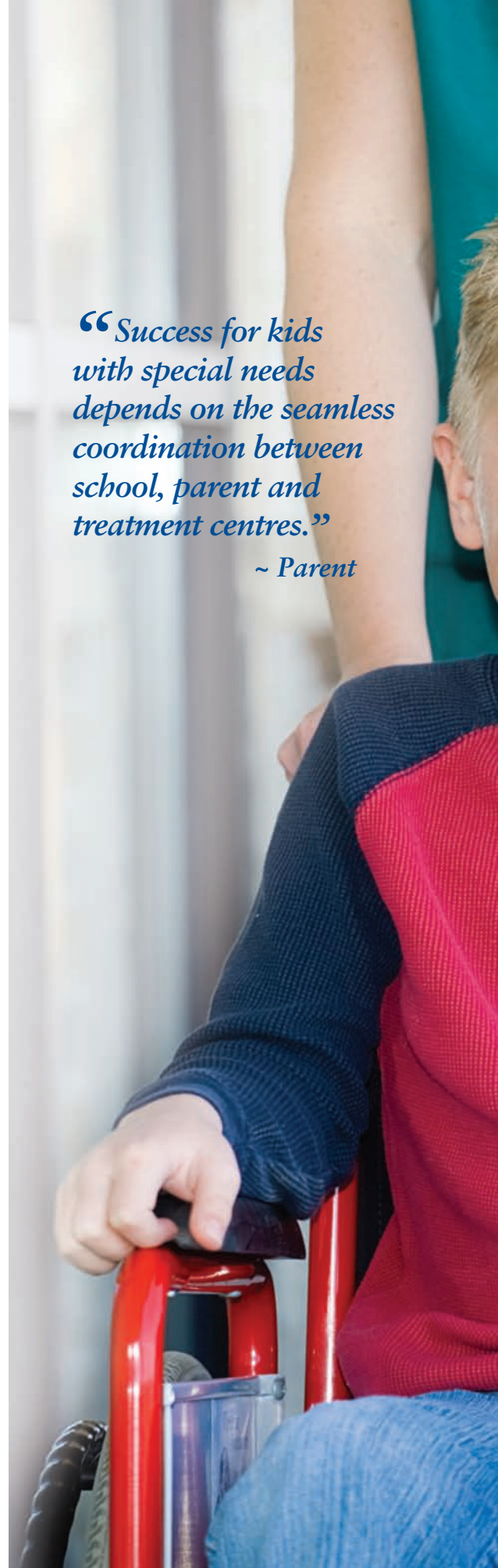
*Taylor Hyatt,*  
Carlton University

**CAREER GOAL:**  
**Speech Pathologist**



*“Success for kids with special needs depends on the seamless coordination between school, parent and treatment centres.”*

*~ Parent*



## STATEMENT OF OPERATIONS

Year Ended March 31, 2011

REVENUES	2011	2010
Memberships	\$ 325,397	\$ 322,194
OACRS Annual Conference	132,715	138,259
Other Revenue	54,018	5,520
Impact Funding	44,190	-
Interest Income	4,252	2,111
CRISP Funding	1,175,868	-
MIS Development	31,616	18,339
	<b>\$ 1,768,056</b>	<b>\$ 486,423</b>
EXPENDITURES		
Salaries and Benefits	\$ 219,694	\$ 205,220
OACRS Annual Conference	107,158	113,551
Impact Project	47,669	-
Professional Development	21,128	16,291
Website	16,878	31,233
Office	14,723	15,607
Strategic Plan Projects	12,653	12,551
Marketing	12,576	-
Board	10,406	5,905
Consultants	7,618	10,463
Other Expenses	418	16
Audit	5,489	5,871
Committees	5,048	6,225
Amortization	921	1,263
Public Education	-	11,384
Public Relations	-	2,358
CRISP Development	1,175,868	-
MIS Development	31,616	18,339
	<b>\$ 1,689,863</b>	<b>\$ 456,227</b>
<b>EXCESS OF REVENUE over expenses</b>	<b>\$ 78,193</b>	<b>\$ 30,146</b>

\*For a complete Audited Financial Statement please contact the OACRS office.

## OUR VISION

**ALL children and youth will have the best opportunity to reach their potential.**

## OUR MANDATE

The Ontario Association of Children's Rehabilitation Services (OACRS) is the united provincial voice for ALL children and youth with physical, communication and/or developmental challenges.

To maximize the potential of the 60,000 children served by its members, OACRS:

- **leads** in influencing government and public policy for children, youth and families
- **collaborates** with government to optimize funding and resources for the sector
- **advances** strategic partnerships at the provincial level
- **ensures** families are key partners in policy direction
- **provides** the services identified by its members

## OUR MEMBERS

Child Development Centre – Hotel Dieu Hospital (Kingston)  
Children's Rehabilitation Centre – Algoma (Sault Ste. Marie)  
Children's Treatment Centre of Chatham-Kent  
Children's Treatment Centre Sudbury Regional Hospital  
Children's Treatment Network  
Cochrane Temiskaming Children's Treatment Centre (Timmins)  
ErinoakKids Centre for Treatment and Development (Halton-Peel- Dufferin)  
Five Counties Children's Centre (Peterborough)  
George Jeffery Children's Centre (Thunder Bay)  
Grandview Children's Centre (Oshawa)  
John McGivney Children's Centre (Windsor)  
KidsAbility – Centre for Child Development (Waterloo, Wellington)  
Lansdowne Children's Centre (Brantford)  
McMaster Children's Hospital – Developmental Paediatrics & Rehabilitation (Hamilton)  
Niagara Peninsula Children's Centre  
One Kids Place/La Place Des Enfants (North Bay)  
Ottawa Children's Treatment Centre  
Pathways Health Centre for Children (Sarnia)  
Quinte Children's Treatment Centre (Belleville)  
Thames Valley Children's Centre (London)

### ASSOCIATE MEMBER

Holland Bloorview Kids Rehabilitation Hospital (Toronto)

## SPONSORS and SUPPORTERS

OACRS 2010 Conference  
Embrace Your Vision ~ Shape the Future

*OACRS wishes to thank the following organizations for their generous support.*

Government of Ontario  
Allergan Inc.  
Campana Systems Inc., Goldcare Division  
Children's Treatment Network  
ErinoakKids Centre for Treatment and Development  
Health Pro Procurement Services  
Holland Bloorview Kids Rehabilitation Hospital  
Miller Thompson LLP  
Blue Lemon Media Inc.  
Motion Specialties

## OACRS EXECUTIVE of the BOARD

Caroline Stone – Ottawa Children's Treatment Centre, *Chair*  
Louise Paul – Children's Treatment Network (Simcoe-York), *Vice-Chair*  
Peter Chirico – One Kids Place/La Place Des Enfants (North Bay), *Treasurer*  
Louise Leonard – KidsAbility Centre for Child Development (Waterloo, Wellington), *Secretary*  
Paula Grail – Children's Treatment Centre of Chatham-Kent, *Past-Chair*  
Linda Kenny – Ontario Association of Children's Rehabilitation Services, *Chief Executive Officer*

[www.oacrs.com](http://www.oacrs.com)