

ERINOAKKIDS
Centre for Treatment and Development

Resilience & Innovation

2020/2021
Annual Report

Resilience & Innovation

A message from President and CEO Bridget Fewtrell and Board Chair Patrick Bartlett

As we look back across the past 12 months, we both acknowledge and commemorate one year of living with and in the COVID-19 pandemic. For most of us, this has been the longest and most extraordinary year of our lives, no matter our age. We have weathered a once in a lifetime event and learned much along the way.

The year has been touched by profound sadness, as many of us have experienced the loss of loved ones, friends and acquaintances to the ravages of this virus. Our families and lives will never be the same without them, and we will remember them always. We will hold them in our hearts and minds for all of our days.

We also saw events unfold that made it starkly clear that we as a society continue to struggle with treating all people fairly and equitably. While ErinoakKids has always been a champion of diversity, equity and inclusion, the realities of 2020 prompted us to begin to more formally ensure that our policies, processes and practices fully reflect our commitment to these foundational concepts of equality, in both word and deed.

This year has also marked a time of disruption that has dramatically accelerated our change efforts and sparked our innovative spirit. At ErinoakKids, we came together (while apart) to transform the way we work in support of the clients and families

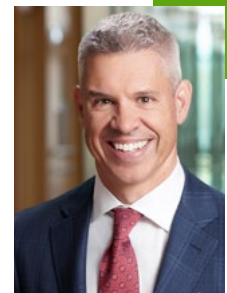
we serve. We pivoted to virtual care, and every aspect of our business was encrypted, digitized or technologically altered—all with great expertise and in record time. We thank each and every person in every program and department for all that they have done for ErinoakKids, for our clients and families, and for one another during this unprecedented year.

We also want to acknowledge the work of ErinoakKids' Senior Leadership Team who met each day during the year to pivot, plan and provide support in a volatile, ever changing environment. Our Board of Directors also met virtually every month to provide guidance, encouragement and oversight.

The goal of our efforts is always to ensure that the children, youth and families we serve receive the best care and support that we as an organization can provide. It is to our families we offer our deepest gratitude as we mark the end of this long and challenging year. It has been difficult, and we appreciate your patience, resilience and determination. We look forward to seeing all of you in person again soon, and continuing our work together.

The adage that “united we stand” is indeed true. This time will end, but we will not ever forget these days. Stay safe and stay well, and remember that our greatest gift is one another.

Bridget Fewtrell, President & CEO
and Patrick Bartlett,
Chair, Board of Directors



About ErinoakKids

ErinoakKids Centre for Treatment and Development is currently Ontario's largest children's treatment centre, serving more than 20,000 children and youth annually who have physical and developmental disabilities, autism,

communication disorders, and vision or hearing loss. We offer therapy, medical and support services for children and youth in Halton, Peel, Dufferin County and beyond. Our mission is to help each child discover and reach optimal levels of independence, learning, health and well-being.



The Story of 2020/2021

When COVID-19 forced ErinoakKids to quickly shutter its doors to all but the most critical in person services on March 16, 2020, most people thought that the disruption would be relatively short... a few weeks, or a month or so at worst.

April 1, 2020 saw our teams begin the fiscal year sorting out the intricacies of how to deliver most services virtually, along with establishing the procedures and practices required to deliver urgent in person services safely. Meanwhile, the families we serve were scrambling to sort out how to best access the therapy and support that was available, while navigating work from home, childcare, and the rest of what everyone was suddenly referring to as the “new normal.”

This was the beginning of a year like none other. Thanks to incredible efforts, creative strategies, can-do attitudes, and sheer determination, children and youth still received the essential therapies and treatments they needed. The delivery of that therapy and treatment, however, was certainly different from the usual.

Enabling Virtual Services

Enabling virtual care and setting up staff to work from home was quite an operation; two hundred laptops needed to be distributed, 500 laptops needed a new connection to our Virtual Private Network (VPN),

new secure Zoom for Healthcare licenses needed to be purchased, 542 new Zoom accounts were set up, and hundreds of clinical and therapeutic resource documents for families needed to be uploaded and posted on our website, which itself needed ongoing attention to ensure that it was a hub for families accessing resources or trying to determine when ErinoakKids sites were open for in person services and when services needed to be scaled back in response to rising local infection rates and/or government directives.

All of that technology was put to work not just in delivering services to clients, but in enabling the corporate services teams to continue to provide all of the services that keep the organization functioning, everything from payroll to payments to data analysis to hiring. The HR team conducted more than 500 interviews over Zoom and hired more than 100 staff remotely!



Staying Safe in a Hot Zone

ErinoakKids' catchment area for funded services, and the area in which many of our clients for unfunded services live, includes the Region of Peel, one of the hardest hit regions in the country with COVID-19. Staff at ErinoakKids sites in Brampton, Mississauga and Oakville shifted into high gear to augment existing supplies of personal protective equipment (PPE) like surgical masks and sanitizer, source and install thermal imaging cameras, acrylic barriers and signage, including floor decals to encourage physical distancing, and implement health screening procedures. Facilities and infection control staff were at the sites continuously, even during periods of closure, to keep the buildings functioning and ensure they would be ready to safely welcome children, families and the rest of the ErinoakKids staff when the doors were open. As a snapshot of some of what that entailed, note that the facilities team completed more than 2,700 work orders over the course of the year!

Keeping the sites functioning and safe depended on a skilled and dedicated team comprised of facilities and site staff, reception staff and health screeners, along with a small army of cleaners. There wasn't a surface that wasn't scrubbed and sanitized, while our three sites' HVAC systems, which were built to hospital grade standards, had filters changed more frequently to ensure they were functioning in tip top condition to combat the airborne COVID-19 virus.

Closely monitoring infection rates, hospitalization rates, and staying fully aware of the latest science-based infection prevention practices, along with the latest

Staff shifted into high gear to augment existing supplies of PPE.

news from Public Health became a round the clock job for the infection control team at ErinoakKids, as they provided recommendations and insight to the organization's senior leadership team. They managed disbursement of the thousands of pieces of PPE our purchasers had secured so that our staff could safely serve those children and youth who needed to come to the sites.

The closures and re-openings in response to changing public health directives and concerns persisted

throughout the year, which, very unfortunately, meant that over the course of the year, more than 24,000 appointments had to be rescheduled. Even with those changes, ErinoakKids' clinicians managed to conduct more than 90,000 virtual and phone appointments and close to 20,000 in person appointments.

Evolving Services

Telepractice services were developed, beginning with phone and Zoom coaching for parents, but quickly developing into full virtual consultations and individual and group therapy sessions. Families were provided with resources to support virtual learning, including, where appropriate, kits with the same small toys and aids therapists use, enabling children to follow their therapist's on screen actions in real time.

One area where ErinoakKids therapists saw a big need in the first and second part of the year was with



families of children with autism who were having challenges with the sudden switch to online school. But clinicians followed the process they always do as part of Applied Behaviour Analysis (ABA), working with parents to determine what learning goals they have for their child, and then guiding them step by step, to help them achieve those goals, whether it be getting used to interacting with an iPad, or learning how to follow directions and respond through a screen.

Virtual Therapy

For some children, virtual therapy worked really well and they made tremendous progress. For example, one school-aged child with autism was experiencing difficulty with toilet training prior to the pandemic period, despite targeted sessions on-site with ErinoakKids' clinicians. But once the family switched

to virtual therapy and clinicians were able to observe the child's behaviour at home, they were able to provide targeted coaching interventions. As a result, to the delight and relief of all involved, the child quickly achieved full toilet training!

Virtual diagnostic assessments for autism were also found to work very well, as children could easily be observed in their home environment, rather than an unfamiliar clinical space. Many groups, such as Let's Get Moving, Mother's Support Group, Cooking Group, and Baby and Toddler Groups also worked in the virtual space. It wasn't the same interaction as one would get in person, but these groups provided necessary connections and support.

Children could easily be observed in their home, rather than an unfamiliar clinical space.

Workshops designed to help with issues around eating, toileting, developing communication skills and more that would normally have been delivered in person, were moved online, broadening the number of families who could benefit from the tips and insights provided by our clinicians.

In Person Services Still Needed

But not all services could be delivered virtually. For some children, in person therapy is the only way to achieve their goals, and for others, hands on interventions from a trained therapist are required. Clinicians and therapists donned PPE, sometimes head to toe if the situation required it, in order to ensure that newborn babies identified to be at high risk of hearing loss could have their hearing tested, that children with Cerebral Palsy could receive the muscle injections they need to help their tight muscles relax, that children who rely on mobility aids could get repairs done so that they would not be immobile, and that many more essential services were able to be delivered.

But ErinoakKids staff weren't just delivering in person services at our sites; members of the School Based Rehabilitation Service (SBRS) team served clients in schools throughout our area as well as virtually, while

our Enhanced Program Support (EPS) staff provided essential supports from within licensed child care centres throughout the Region of Peel all through the year.

What a Year!

It has been said that a decade's worth of changes related to the delivery of health care in the province of Ontario happened during the last year. This acceleration was certainly evident at ErinoakKids. Although there were certainly hiccups, the success of the year is due to the innovation and resilience exhibited across the organization. Clinicians figured out how to deliver services and teach a child to use an assistive device over Zoom, and families managed to fit in therapy appointments for a child while caring for others and working remotely. A global pandemic could not stop this group from ensuring that children and youth with physical, developmental and communication disabilities were able to get the supports they needed to grow and develop to the fullest extent possible.



2020/2021 Milestones

ErinoakKids Partnered with Superfan Nav Bhatia to Raise Awareness of Autism Supports Available for Ontario Families

ErinoakKids entered into a partnership with Superfan Nav Bhatia, a South-Asian Canadian entrepreneur and well known public figure, to raise awareness and understanding of autism support services available to children and their families. Nav was inspired by the warmth and quality of services provided at ErinoakKids during his visits to two ErinoakKids' sites in 2020.

Recognizing the lack of knowledge and conversations about autism care that may exist in communities in need of such supports, Nav encourages families to have honest conversations and be open to

seeking the right support to help their children achieve their fullest potential. To this end, Superfan Nav appeared in a video and several digital ads promoting ErinoakKids services for children with autism.

Additional Support for Fetal Alcohol Spectrum Disorder (FASD)

ErinoakKids received funding from the Ministry of Children, Community and Social Services to add an additional Fetal Alcohol Spectrum Disorder (FASD) worker. This will enable us to offer more services to families whose children have a FASD diagnosis.

Expanded Capacity for School Based Rehabilitation Services (SBRS)

A cohort of new physiotherapists, occupational therapists, speech language therapists and therapy assistants joined ErinoakKids in late summer 2020 as we began delivering SBRS with ErinoakKids' own staff, instead of partnering with third party service providers. This switch meant that ErinoakKids was able to provide a continuum of care from birth to school exit for children and youth across Halton, Peel and Dufferin.



Respite Services Earn ErinoakKids the Brampton Board of Trade's Community Impact Award

At a virtual ceremony in October, ErinoakKids was presented with the Brampton Board of Trade's Community Impact Award (Not for Profit) for 2020, in recognition of the impact to the community of the 18+ Overnight Respite Program for young adults who are considered medically fragile and technologically dependent.

This is a one of a kind program, developed and run through the Regional Respite Centre at ErinoakKids Brampton.

Research Papers Published

Barb Kehl, Clinical Services Supervisor, SBRS, co-authored two published research papers, in collaboration with researchers and clinicians from Holland Bloorview Kids Rehabilitation Hospital and McMaster Children's Hospital. The papers looked at Residential Immersive Life Skills (RILS) programs for youth with disabilities, and involved families who participated in ErinoakKids Independent Living Program and were published in the journals *Research in Developmental Disabilities* (March 4, 2021) and *Disability and Rehabilitation* (December 10, 2020).



Technology Deployed to Improve Scheduling and Data Management for Newborn Hearing Screening

The provincial Infant Hearing Program provides hearing screening for all newborns in Ontario.

ErinoakKids, as the lead agency for the Infant Hearing Program in the Central West region of Ontario, introduced Caredove, a secure, web-based referral management platform to create efficiencies in scheduling newborn hearing screening appointments, transmitting data to Newborn Screening Ontario and recording screening outcomes.

When evaluating the Caredove system, the ErinoakKids team noted that the data collected in Caredove would also need to be entered into a separate Ministry of Health database. The two systems were not able to talk to each other, meaning that the data would need to be entered separately into both systems. Solution-driven, ErinoakKids deployed Robotic Process Automation software to automate data transfer between Caredove and the Ministry database. This automated transfer ensured data accuracy and created operational efficiencies, saving approximately 12 hours a week of manual work.

New Business Tools to Support Fee for Service Business

Soon after the launch of Fee for Service Autism Services in 2019 it became apparent that there was a need for a central place for information related to client interest and sales to be captured and to provide reporting to our management team. This year, ErinoakKids' Decision Support team developed and deployed a customized Customer Relationship Management (CRM) system, as a vehicle for sales consultants to track their activities and interactions. In tandem, a new Business Analytics team was formed to provide reporting and data analysis, turning data from the CRM and other sources into useable insights for program leaders.

Fostering Diversity, Equality and Inclusion

Spurred on by the global conversation and reckoning with racist incidents occurring in North America in 2020, ErinoakKids took steps to begin a more robust dialogue within our organization on diversity, equity and inclusion (DEI). To begin, an external DEI consultant reviewed ErinoakKids HR policies, orientation, training, Staff Advisory Committee structure and conducted an environmental scan. Out of that initial work, HR policies were rewritten to include updated language, changes were made to the interviewing process and corporate orientation program, and DEI key performance indicators are being included in all performance reviews. The work will continue in the next fiscal year to help the organization move forward in its DEI journey.

As an organization that cares for children with disabilities and both employs and serves diverse communities, ErinoakKids acknowledges that people differentially face violence, bigotry and discrimination on the basis of their race, gender, ability, sexual orientation, age, faith and other factors. ErinoakKids is committed to doing all we can to promote DEI within our organization and our communities.



Preschool Speech and Language Program Welcomes Dufferin Families

In April, staff from ErinoakKids' Orangeville site began providing Preschool Speech and Language (PSL) services to children in Dufferin County. Preschool Speech and Language Services were previously delivered to these families through Wellington-Dufferin-Guelph Public Health. This transition will allow Dufferin families not only to access PSL services through ErinoakKids, but will also give them access to additional resources and supports to help meet their child's needs.

Successful Bid for Early Years Service RFP

The Autism Services team responded to a Request for Proposal to develop and deliver programs for the Ministry of Children, Community and Social Services' Caregiver-Mediated Early Years Program, through the Ontario Autism Program. Delivery of this program to children 4 years of age and younger with a diagnosis of autism will begin early in the 2021/2022 fiscal year with a program for Early Social Interaction/Social Communication Emotional Regulation and Transactional Supports (ESI/SCERTS).



Training Resources Made Available to ErinoakKids' Leaders

ErinoakKids staff in formal leadership positions started using the Harvard ManageMentor online leadership development program and resource this year. This on demand training will help equip our team with tools to become better leaders and to be able to best manage challenges.

Donor Spotlight: Rosanne Longo



Rosanne (top row, second from the right) and other members of the Longo family.

Rosanne Longo, Longo's Spokesperson and Chair of the Longo's Family Foundation, first learned about ErinoakKids through a family member who provided catering services for the organization's Independent Living Program in 2004. Rose, Rosanne's cousin, spoke so highly about the great services provided to clients and families that Rosanne requested a tour of our site. She and other family members visited and were thoroughly impressed by the high caliber of services ErinoakKids offered, by the passion of our staff for their young clients, and by how staff work to support and involve the family as a whole unit. It was a good fit for the mission of their Foundation and Rosanne felt that she had to get involved.

Since then, the Longo's Family Foundation has been an active and passionate supporter of ErinoakKids, Rosanne joined the organization's Board of Directors in 2013, helping steward the organization and hosting several major fundraising events over the years.

During the planning phase for the construction of ErinoakKids' three new buildings, Rosanne was approached about an opportunity for the Longo family to be included in the building design, in recognition of their significant, ongoing commitment and support. The family was on board with the idea, but saw a way to ensure their contributions made an even deeper impact. With her strong leadership skills and ability to make things happen, Rosanne spearheaded a successful matching campaign in which Longo's generously donated \$750,000 and invited the community, through an advertising blitz within their stores and in their magazines, to make a donation to ErinoakKids. Rosanne was especially motivated

by the fact that our new locations would allow families to access care close to their own homes, limiting the need for travel. “The money raised would enable ErinoakKids to service clients across the GTA with a family-centered approach, aligning with both our shared values of healthier families and communities”.

Thanks to Rosanne’s efforts, when the new buildings opened in 2018, each housed a Longo’s Family

The Longo family spearheaded a successful matching campaign in which they generously donated \$750,000.

Resource Centre, a friendly, inviting place where families and parents can access resources, have quiet time, enjoy a coffee, and network with other families. A place that is centered around families, a value at the heart of the Longo’s family-run business.

Although Rosanne spends much of her time managing the Longo’s Family Charitable Foundation, she remains insistent on setting aside time to contribute to ErinoakKids, “It’s simply an organization with people who consistently demonstrate values, passion and compassion. The organization has faced so many challenges; it’s easy to live the values when things go

smoothly but through challenging times, culture is a reflection of what ErinoakKids stands for, and was demonstrated through these times”.

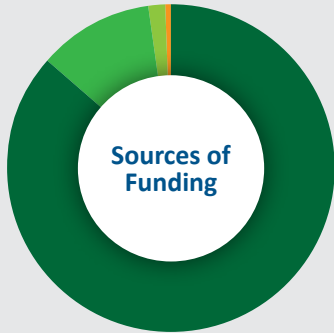
As a long standing Board Director, Rosanne is proud that ErinoakKids places a strong emphasis on working with the client and family as a whole unit. “ErinoakKids helps each child reach their full capabilities through a team of professional and caring staff and the child’s family”.

She views ErinoakKids as trailblazers in this and in other areas, always trying to find the most efficient and effective ways to provide these services to families. “ErinoakKids has caught the eye of other [Children’s Treatment Centres] and the government due to their performance excellence and industry leading practices, but more simply put, ErinoakKids always maintains the position of doing what is right for clients and families”.

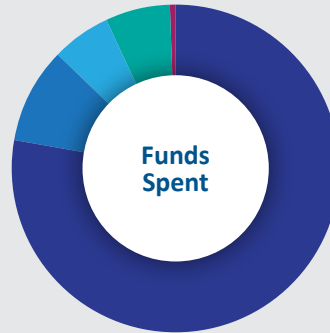
Rosanne encourages families who are at ErinoakKids to visit the Longo’s Family Resource Centres and enjoy all that is offered for them. “I encourage families to utilize the centres and enjoy a quiet, safe space that may be helpful to your family. It’s also a great place to network with other families!”



Financials Fiscal 2020/2021



- 86.6% Ministry of Children, Community and Social Services (MCCSS)
- 11.2% Other Revenue
- 1.9% Regional Municipality of Peel
- 0.3% Donations and Fundraising



- 78.0% Programs and Services
- 9.4% Administration
- 5.9% Buildings and Grounds
- 6.4% Other
- 0.3% Fundraising

ErinoakKids by the Numbers

Clients by region

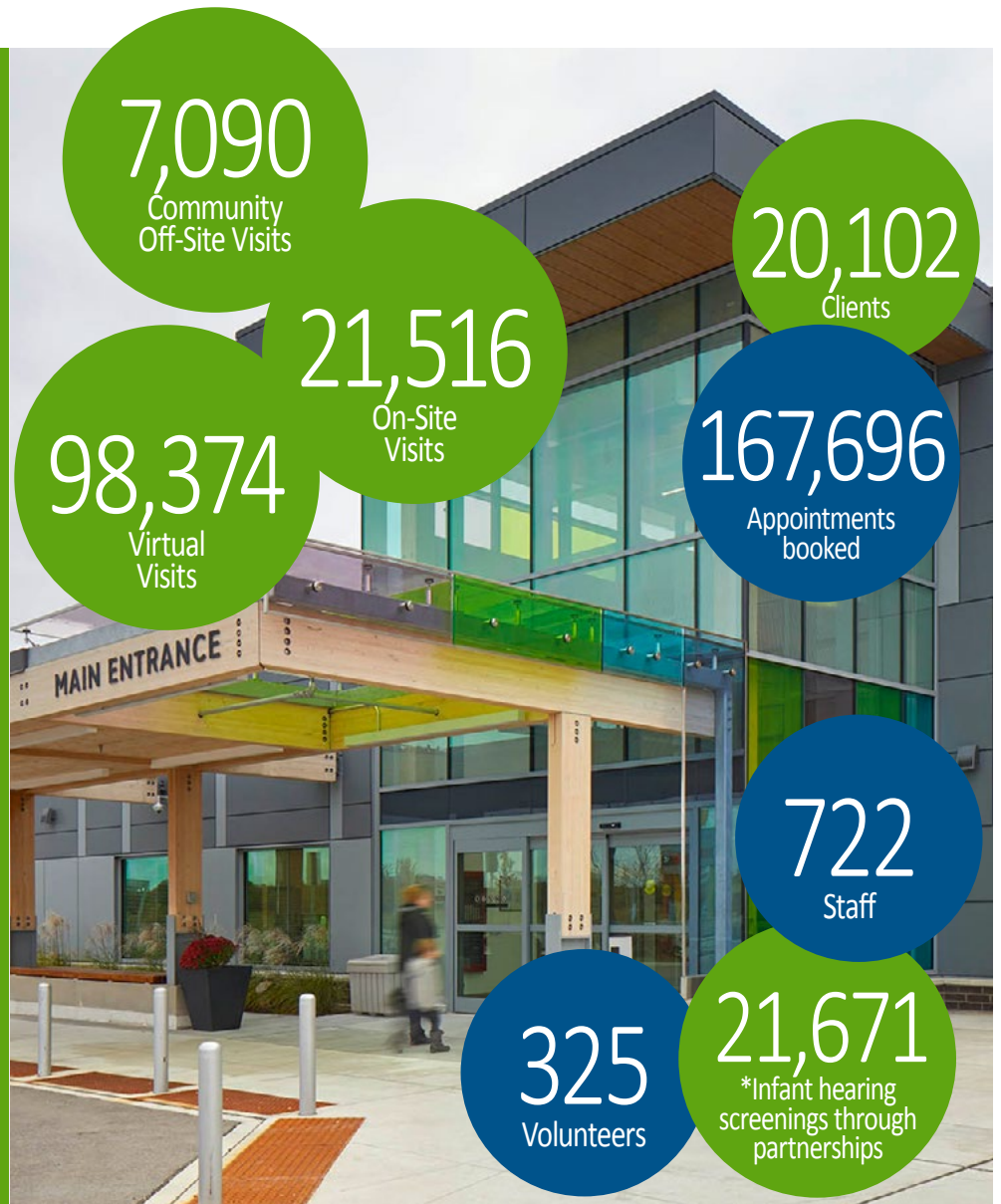
Peel	12,919
Halton	6,256
Dufferin	503
Other	424

Clients by age

0 to 2	6,662
3 to 5	4,844
6 to 13	7,344
14 to 18	941
19+	311

Clients by service

ADRS	567
Autism	2,385
Blind/Low Vision Services	38
Hearing & Audiology Services	646
Infant Hearing Screenings*	3,306
Medical Services	809
Specialty Clinics	481
Occupational Therapy	2,075
Out-of-Home Respite Support	56
Physiotherapy	1,934
Recreation Therapy	465
Speech Services	6,707
Family Support Services	1,650
School Based Rehabilitation Services	8,078



OUR DONORS

Celebrating our Supporters

Thank you to all of our very generous donors who have contributed to ErinoakKids from 2020/2021.*

\$250,000+

The WB Family Foundation
The Giampaolo Foundation

\$25,000+

Karen Brannon
Domino's Empire
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The Oakville Community Foundation
The Waugh Family Foundation

\$10,000+

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The Canadian Progress Club of Brampton
CGOV Foundation
The Community Foundation of Mississauga
Fiera Capital Corporation
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United Way of Greater Toronto

\$5,000+

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The Jim & Yola Rager Family Foundation within the Oakville Community Foundation
Rotary Club of Brampton
STYLUS Asset Management Inc.
The Larry & Gerry Wilson Family Fund, a fund held within the Oakville Community Foundation

Lifetime Giving Donors

Building a brighter future for kids with disabilities and special needs means dreaming big. Our community and our donors are critical in our efforts to deliver excellent family-centre care through ongoing philanthropic investment of key priority needs. Thank you for your continued generous support and friendship.**

\$1,000,000+

The WB Family Foundation
The Giampaolo Foundation
Orlando Corporation

\$500,000+

The Brannon Family
The Longo's Family Charitable Foundation
Mississauga Firefighters Benevolent Fund/IAFF Local 121

\$250,000+

CIBC
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\$100,000+

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PricewaterhouseCoopers LLP
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RBC Foundation
The Sam Sorbara Charitable Foundation
Streetsville Lions Club
TD Bank Group
Rotary Club of Brampton
United Way of Greater Toronto
United Way of Peel Region
The Waugh Family Foundation

\$50,000+

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For a complete list of donors, visit www.erinoakkids.ca/fundraising

*This list represents donors who have generously given from April 1, 2020/March 31, 2021

**This list represents our donor s cumulative giving to ErinoakKids