



HOPE

FOR

RENEWAL

2008 – 2009 ANNUAL REPORT



Sofie's chance

Helen Keller once said we could never learn to be brave and patient if there were nothing but joy in the world. Many parents we meet at ErinoakKids demonstrate that enormous truth. Parents like Ingrid Hock, whose hopes for her daughter Sofie are about finding a little happiness and a little balance.

"We knew before she was a year old that she wasn't developing normally. But she was not diagnosed until she was six or seven." Sofie has Rett syndrome, which affects only one girl in 15,000. It's a random defect on one of the X chromosomes. Boys with the defect don't survive. Girls face major challenges.

Girls lose the ability to manipulate things purposefully, lose their ability to speak, and brain development slows. "Sofie could hold a cookie to feed herself at one time. But she doesn't do that anymore." Yet at around age 10 regression slows. Sofie, now 14, is at that stage. "Sometimes she can still hold her cup of water and drink from it."

Ingrid's bravery and patience have been her allies. She takes satisfaction in little things. Sofie needs someone to feed her, but requires no special diet. She's stable. Tanya Eimantas is Sofie's therapist at ErinoakKids. "She's a happy

kid," says Eimantas. "She's socially aware; she likes to be around people. I find her quite sweet."

Sofie gets occupational and physical therapy at ErinoakKids, to slow the loss of movement. At a special school she gets interaction and understanding. Mom takes advantage of the ErinoakKids Mothers Support Group, and ErinoakKids Respite Care. "Hopefully, this means a little more freedom for me."

Ingrid, like ErinoakKids, must meet escalating needs with available resources. Her father is in a nursing home with Parkinson's. Her mother needs chemotherapy for cancer. Ingrid's solution is also a redevelopment – renovations to make her home more accessible for Sofie, visits by Dad more practical, and care for Mom more possible. Eimantas helped plan them.

The house is wheelchair accessible. The main bathroom is adapted with a roll-in shower. Next, doors will be widened and a lift installed. "We're getting a lift for the bathtub so it's safe for Mom, and Sofie can get a bath too."

Bringing family together as much as possible; that's the idea. With greater accessibility, her Dad can come for overnight visits. "I'm hoping my mother will be more part of our lives and she'll

be able to enjoy the children again, and that it will be a bit easier to take care of Sofie and have a more normal life," Ingrid says.

"Sofie changed me," she adds. "She made me much more patient and more understanding. I have no regrets. Sofie is joyful. I love her. She's my daughter, disability or not."

With her home's renewal comes a renewed chance for Sofie to be the best she can be, living at home with a loving extended family. Ingrid looks forward to simple things, like not having to carry Sofie – once the merest armful and now a gangly teen – up and down stairs. But challenges like that can always be met, when necessary. "It's not the weight," she explains. "It's the balance." ■



"Respite care means a little more freedom for me."

– Ingrid Hock



CEO AND BOARD CHAIR'S REPORT

President and CEO Bridget Fewtrell • Board Chair Scott Bonikowsky



CHALLENGES, HOPE & RENEWAL

Bridget Fewtrell

Scott

The year 2008-9 has been remarkable for ErinoakKids, marked by a sense of optimism and a theme of renewal, even as the world around us experiences economic upheaval. As we enter what are sure to be challenging times ahead, this organization is actively engaged in future planning to ensure continued provision of quality care to the children and families we are privileged to serve. It is our intention to emerge from these times strategically positioned to assume a leadership role in a children's service sector that is experiencing transformative change. On this basis, the focus of our efforts over the past year has been to establish a renewed foundation from which to successfully respond and adapt to a rapidly changing environment.

On the heels of the visit of Ontario Lieutenant Governor the Honourable David Onley to ErinoakKids, came wonderful news that the Ministry of Children and Youth Services (MCYS) had granted us \$1-million to proceed with planning for a much needed new facility. Working closely with our MCYS Regional Office and the Capital Assistance Services Branch of the MCYS, we engaged in a Request for Proposals (RFP) process, and recently named Zeidler Partnership Architects as the successful firm to work with ErinoakKids in developing a business case for a new facility to better meet the needs of our growing client family. In accordance with its timelines, the business case will be submitted to the Ministry next year, with a request for full project approval to begin construction. Concurrently, the search for a site to support a new facility begins.

With plans for redevelopment came a renewed commitment to raising the profile and fundraising capacity of ErinoakKids. With our governance renewal process completed and resulting

recommendations implemented to ensure continued strong organizational oversight in increasingly complex times, our Board of Directors approved the establishment of an ErinoakKids Foundation. The search for an inaugural President began, and Anissa Hilborn joined the Foundation in this leadership role this past winter. A seasoned professional with deep ties to our community, impeccable credentials and a record of success, Anissa is committed to building a Foundation to support a capital campaign and other ventures which benefit the children and families of ErinoakKids. We all agree our Foundation could not be in better hands.

Changing currents require a recalibration in course, and all hands were on deck as ErinoakKids recast its Strategic Plan in 2008-9. Formally launched in February, development of the Plan included a comprehensive scan of the political, economic and service systems in which we function, a formal community needs assessment, and extensive consultation with many key partners and stakeholders. Based upon twin pillars of leadership and innovation, the Plan will allow ErinoakKids to continue to provide quality care to its clients during a time of economic constraint, while positioning it to successfully take a leadership role in a sector that is being buffeted by new realities and rapid change.

The new Strategic Plan, with its emphasis on service integration, holistic care, and efficient and effective use of all resources, builds upon the commitment of our dedicated staff and partners. Over the past twelve months, management and staff in Autism Intervention Services have worked diligently with our MCYS Regional Office to effect an enhanced model that will provide more service to more children, using fewer resources.

Additionally, in collaboration with the Peel District School Board, two

highly specialized classrooms have been established for children with autism. Work continues on the ground-breaking ErinoakKids Functional Client Grouping Model for Children and Youth with Physical and Developmental Disabilities. This model, which was presented at the (Canadian) National Clinical Pathways Conference and the Ontario Association of Children's Rehabilitation Services Conference, groups treatment needs across several dimensions, ensuring children can access appropriate services at appropriate levels over time. Increased demand resulted in the expansion of our Mealtime Behavioural Feeding Program to three sites, and the Halton-Peel Preschool Speech and Language Program implemented *ABC Talk With Me* programs in twelve local Ontario Early Years Centers.

Girding the work of our clinical staff are organizational improvements that have been implemented to reduce costs, increase efficiencies, heighten knowledge and leverage data-supported decision making. ErinoakKids joined a group purchasing initiative in 2008-9, a move that has resulted in substantial savings on commodity items. Payroll services were brought in-house, and an integrated HR/payroll system was implemented to provide more accurate and timely access to information. LEAN training, which emphasizes the elimination of duplication and waste, is being provided to staff across the organization, and now constitutes standard practice for review of processes at ErinoakKids. A Meditech Data Repository, which supports easy access to data in real-time, is in the implementation phase as part of our multi-year Information Systems strategy.

Along with the many successes of 2008-9 have come the challenges.

Continued on page 4 ►



STRATEGIC PLANNING & CLIENTS

WHAT'S THE CONNECTION?

The report of our Board Chair and CEO outlines the process ErinoakKids followed in developing our new Strategic Plan – the plan which will guide all our work over the next three years.

For many people, the term “strategic planning” conjures up an exercise undertaken by senior administrative staff, and not something with which front line workers need to concern themselves. Nothing could be further from the truth. For a strategic plan to be successful it must have a direct link to the day to day work of an organization. It needs to speak directly to front line staff, and reflect a true understanding of their roles and responsibilities.

I am confident that with our Strategic Plan 2009-12 we have achieved that connection. How can I be so sure?

First of all, the plan was developed after extensive collaboration with our staff, as well as other key stakeholders. Four separate focus groups were conducted with front line staff in addition to workshops with professional practice

leaders and clinical managers. All staff were offered the opportunity to provide input as the plan evolved. More importantly, the implementation of the key elements of the plan – service integration, leadership and collaboration, and performance excellence – will depend on ongoing input from our staff. We are counting on the knowledge and creativity of our staff to bring the plan to fruition. We know that if we work together we can come up with new and better ways of doing things.

Secondly, the plan places services to children front and centre, and that is what we are here to do at ErinoakKids – to provide the best possible care to the children and families we serve. The plan is grounded in a recognition that we can and must ensure that we are using precious resources as efficiently and effectively as we can. It recognizes the need for greater accountability. It challenges us to ask ourselves some critical questions: Why do we do what we do? Are we sure that what we do achieves the outcomes we are aiming for? How do we know that we are achieving

those outcomes? And, perhaps most importantly, are they the right outcomes?

Thirdly, the plan acknowledges that for our staff to be effective in their work with clients they need appropriate levels of support. Underpinning the three strategic imperatives of the plan are what we have chosen to call “enablers” – they are our human resources, physical resources (including technology) and financial resources. What this means is that those members of staff who do not work directly with clients and their families are also vital to the success of the plan – without their support we cannot and will not succeed. This plan speaks directly to the importance of their roles in advancing the work of the organization; that is, to help the children we serve to achieve their goals.

For these reasons, I know that we have a solid foundation for the work ahead. I believe that our Strategic Plan 2009-12 speaks to the importance of the job of each one of us at ErinoakKids, recognizing that each of us carries a responsibility to ensure that we provide the best service we possibly can. We are all in it together. ■

► Continued from page 3

Specifically, ErinoakKids – like all organizations in our sector – received no sustainability funding again in this year’s provincial budget. Despite this reality, we did achieve a balanced budget, but it has come at a price. Staff will receive no salary adjustment in 2009-10; as well, staff positions were reduced as of March 31, 2009, and maternity leaves will remain unfilled for the coming fiscal year. While implementation of our new strategic plan will provide some relief, the lack of sustainability funding has resulted in a decrease in our staff

complement of approximately 40 positions, which will inevitably have an impact on client service. Our commitment, however, is to mitigate that impact wherever possible, and – with our partners – to continue to highlight the needs of children with disabilities across our sector. While acknowledging the difficult choices government must make in times like these, support for the most vulnerable children of Ontario must remain paramount.

It has been an exhilarating and a challenging 2008-9. Much has been accomplished, and yet there is much to do, in an environment of tumult. But in such an environment comes opportunity for change, improvement, and innovation. ErinoakKids’ commitment is to remain at the forefront in responding to these forces, for the benefit of children and their families. ■

Auditor's Report on summarized financial statements

To the Members of ERINOAKKIDS
Centre for Treatment and Development

The accompanying summarized statements of financial position, operations and changes in net assets are derived from the complete financial statements of ERINOAKKIDS Centre for Treatment and Development as at March 31, 2009 and for the year then ended on which we expressed an opinion with reservation as to the completeness of revenue from donations and fundraising events as disclosed in our report dated May 1, 2009. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on ERINOAKKIDS Centre for Treatment and Development's financial position, results of financial activities and cash flows, reference should be made to the related complete financial statements.



Chartered Accountants, Licensed Public Accountants
Toronto, Canada
May 1, 2009

Summarized Statement of Financial Position • March 31, 2009 with comparative figures for 2008

	Operating Fund	Capital Fund	Segregated Funds	2009 Total	2008 Total
Assets					
Current assets:					
Cash and short-term deposits	\$ 2,155,481	\$ 1,004,017	\$ 3,504	\$ 3,153,002	\$ 3,555,208
Accounts receivable	683,350	—	—	683,350	1,409,357
Interest and other receivables	—	—	—	—	610
Prepaid expenses	131,044	—	—	131,044	89,448
	2,969,875	1,004,017	3,504	3,977,396	5,055,624
Investments	—	2,789,503	49,164	2,819,067	2,532,411
Interfund receivable (payable)	2,055,820	(2,137,404)	41,784	—	—
Capital assets	—	2,837,528	—	2,837,528	3,341,658
	\$ 5,065,495	\$ 4,274,044	\$ 94,452	\$ 9,433,991	\$ 10,939,694
Liabilities and Net Assets					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 4,637,283	\$ —	\$ —	\$ 4,637,283	\$ 6,152,008
Deferred revenue	411,531	—	—	411,531	487,018
	5,048,814	—	—	5,048,814	6,639,026
Deferred contributions	—	2,730,658	—	2,730,658	2,352,301
Net assets:					
Invested in capital assets	—	888,970	—	888,970	889,358
Diana Thomson Award	—	—	10,427	10,427	10,785
The Care for the Kids	—	—	14,938	14,938	14,525
Restricted	—	—	89,087	89,087	87,761
Unrestricted	16,551	554,415	—	571,097	855,436
	16,551	1,543,385	94,452	1,654,519	1,547,865
	\$ 5,065,495	\$ 4,274,044	\$ 94,452	\$ 9,433,991	\$ 10,939,694

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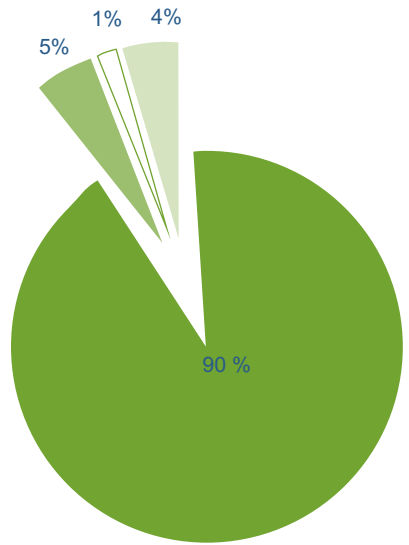
Anissa Hilborn,
Foundation President

Auditor's Report on summarized financial statements

Summarized Statement of Operations • March 31, 2009 with comparative figures for 2008

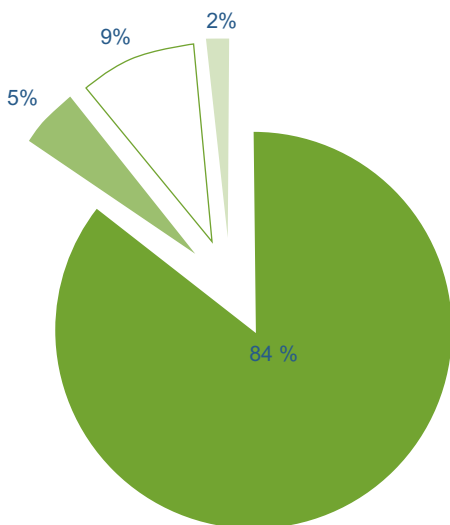
				2009	2008
	Operating Fund	Capital Fund	Segregated Funds	Total	Total
Revenue:					
Ministry of Children and Youth Services	\$ 49,014,103	\$ -	\$ -	\$ 49,014,103	\$ 40,728,788
Ministry of Health and Long-term Care	2,520,510	-	-	2,520,510	2,678,662
Regional Municipality of Peel	780,907	-	-	780,907	746,885
Amortization of deferred contributions	-	705,501	-	705,501	708,949
Other revenue	1,362,762	19,829	-	1,382,591	2,555,867
Donations and fundraising	182,708	-	100	182,808	288,328
Dividend and interest	97,556	78,671	2,344	178,571	310,059
	53,958,546	904,001	2,444	54,766,091	53,008,414
Expenses:					
Salaries and benefits	37,433,915	-	-	37,433,915	35,947,775
Special Services At Home purchased services	2,706,167	-	-	2,706,167	2,435,527
Other purchased services	8,222,221	-	-	8,222,221	7,287,085
Professional and other fees	588,800	75,287	-	664,087	790,328
Supplies and minor equipment	1,330,520	2,727	-	1,333,247	1,655,518
Training and travel	911,713	-	-	911,713	1,035,085
Utilities	458,084	-	-	458,084	361,223
Rentals	1,859,776	-	-	1,859,776	1,738,760
Repairs and maintenance	194,922	-	-	194,922	569,123
Recruitment, advertising and promotion	93,190	171	-	93,361	108,272
Amortization of capital assets	-	821,024	-	821,024	832,084
Loss on sale of investments	-	42,461	-	42,461	-
Other	181,338	3,332	919	185,589	381,543
	53,958,546	944,982	919	54,904,547	53,150,334
	-	(140,861)	1,525	(139,466)	(143,820)
Unrealized loss on investments	-	153,748	144	153,892	62,427
Excess (deficiency) of revenue over expenses	\$ -	\$ (294,727)	\$ 1,381	\$ (293,346)	\$ (226,347)

Sources of funding



- Ministry of Children and Youth Services
- Ministry of Health and Long-Term Care
- Fundraising, other grants & income
- Regional Municipality of Peel

How funds were spent



- Programs & services
- Building services
- Other
- Administration

Summarized Statement of Changes in Net Assets • March 31, 2009 with comparative figures for 2008

	Operating Fund		Capital Fund		Segregated Funds		2009	2008
	Unrestricted	Unrestricted net assets	Invested in capital assets	Diene Thomson Award and The Care for the Kids	Restricted	Total	Total	
Net assets, beginning of year	\$ 6,849	\$ 855,587	\$ 980,358	\$ 25,310	\$ 67,781	\$ 1,947,865	\$ 2,007,195	
Change in accounting policy	-	-	-	-	-	-	77,017	
Excess (deficiency) of revenue over expenses	-	(179,204)	(115,523)	55	1,326	(293,348)	(226,347)	
Net change in investment in capital assets	-	(15,135)	15,135	-	-	-	-	
Interfund transfers	9,832	(9,832)	-	-	-	-	-	
Net assets, end of year	\$ 16,881	\$ 854,418	\$ 888,970	\$ 25,385	\$ 69,057	\$ 1,854,518	\$ 1,947,865	



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Mississauga, Ontario • L5K 2N6
Tel: 905-855-2690
Fax: 905-855-9404

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Fax: 905-855-7414

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2277 South Millway
Mississauga, Ontario • L5L 2M5
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Fax: 905-820-1333

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Tel: 905-332-4418
Fax: 905-332-3224

Sandalwood Site

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Brampton, Ontario • L6Z 4N2
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Fax: 905-790-9589

NEW:

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Oakville, Ontario • L6H 5S9
Tel: 905-829-4183
Fax: 905-829-5064

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8177 Torbram Road
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(phone to be established)

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