

# FOSTERING RELATIONSHIPS TO CULTIVATE A BRIGHT FUTURE



**ANNUAL REPORT**  
2022-2023

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# MESSAGE FROM THE BOARD CHAIR & CEO

Ongoing worldwide employment and economic uncertainty require individuals and organizations alike to develop uncharted strategies to overcome and thrive. During 2022-23, Banyan set course to overcome the challenge by developing a plan to stabilize our resources and maintain sustainable and trustworthy service delivery. Drawing strength from our vision to be a transformational partner, we were able to advance collaborative efforts, support risk management through quality, and strengthen our client service expertise.

Layered together, achievements celebrated in this annual report demonstrate how each independent effort cohesively move Banyan forward, foster relationships, and cultivate a bright future. Guided by our [Strategic Plan | 2026](#), initiatives such as the Building Safer Communities fund ([page 5](#)), and the LEAN Six Sigma training ([page 7](#)) provided investments in becoming better at what we do for those we serve.

Banyan's reputation for its innovative leadership continued to prove itself time and again throughout 2022-23. The qualitative and quantitative review of Banyan's SURE program, and advocacy for Ministry funding aims to drive forward this grassroots program ([page 9](#)). Development of the Standing Investigation Team ensures the safety of our clients and staff are at the core of prevention and improvement plans ([page 6](#)).

Throughout 2022-23 Banyan's successes landed on the backs of our employee and our community

partners, who worked tirelessly to ensure our clients received the care and support they needed, when they needed it the most. Banyan's role with the IRCS Specialized treatment Team ([page 10](#)) and the outpour of community support for our Grocer-Ease program ([page 11](#)) are perfect examples of how our client successes were collectively achieved.

We are excited to share this 2022-23 Annual Report. As a trusted community agency committed to our people, we are confident that we can continue to provide service excellence now and into the future. On behalf of the Board of Directors and leadership team, we thank Banyan's staff for their continued commitment for creating a lasting impact to those we serve.



**Glenn Cooke**  
Board Chair



**Kim Ciavarella**  
Chief Executive Officer

# 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.

## 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

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Integrity & Ethical Conduct

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Equity & Inclusion

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Advocacy & Social Justice

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Accountability & Transparency

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For more information on Banyan's services, please visit our website: [banyancommunityservices.org](https://banyancommunityservices.org)



FEATURED ARTICLE

# BUILDING SAFER COMMUNITIES FUND

A key goal of Banyan's [2026 Strategic Plan](#) is to become significantly involved in initiatives supporting local safety priorities. One of the ways we are achieving this is through our involvement in the Building Safer Communities Fund.

The Government of Canada's Building Safer Communities Fund (BSCF) aims to prevent gun and gang violence by tackling its root causes. In August 2022, it was announced that the City of Hamilton would receive \$4 million from the BSCF over the period of April 2022 to March 2026. Currently, the City is developing a comprehensive multiyear plan for the BSCF in Hamilton. Among other priorities, the plan will involve efforts to make services for Youth more trauma informed. The City awarded a grant to Banyan to lead a community engagement process to determine how best to accomplish this.

In carrying out the grant, Banyan created a survey to learn about the community's strengths, gaps, and barriers regarding trauma-informed care. It was sent via an online link to 46 community partners who serve

Youth in Hamilton. Banyan partnered with McMaster University's Spark program to analyze and present the results. An event was hosted on March 9th, 2023 to share and discuss findings with community partners. Banyan then drafted a report detailing the survey findings, a literature review about trauma-informed city movements, and a proposed implementation plan for improving trauma-informed care in Hamilton. The final report was submitted to the City of Hamilton on March 31, 2023.

We look forward to seeing the City's plan for the Building Safer Communities Fund, and hope to continue our involvement in this work.





FEATURED ARTICLE

# BANYAN'S STANDING INVESTIGATION TEAM

Banyan's system of reporting and investigating incidents evolves over time, as we continuously seek to improve safety and align with best practices. During a review of incident procedures in 2020, it was recognized that our investigation processes could be enhanced. So, in Banyan's 2026 Strategic Plan, we committed to establishing a standardized, cross-sectional method of investigating serious incidents.

As a result, the Standing Investigation Team (SIT) was formed to lead in-depth and objective investigations of serious incidents. The aim of the SIT is not to be punitive, but to drive improvement. When a SIT investigation is required, a cross-sectional team of one Director and two Program Managers is formed. To promote objectivity, the Manager of the program in which the incident took place is not eligible to participate. The team will visit the program to investigate, then will produce a written report with findings and recommendations. These reports are reviewed by the Senior Management Team, and the Director overseeing the program provides updates regarding implementation of recommendations.

Throughout 2021/22, Banyan worked to develop the framework for the SIT including a Terms of Reference and procedures. During that time Directors and Program Managers received specialized training to fulfill these obligations. Since then, SIT investigations have taken place for three separate moderate level incidents that occurred within secure custody programs.

Overall, Directors report the SIT has been successful in enhancing oversight, promoting a more thorough investigation process, and enabling us to take a deeper, more systemic look at what can be improved upon.



FEATURED ARTICLE

# LEAN SIX SIGMA

Banyan is committed to developing a culture of continuous quality improvement and we are proud of the systems we've developed to drive and demonstrate quality. For example, our balanced scorecards track key indicators across every program and are reviewed by Managers, Directors, and Board Members on a quarterly basis.

However, to be successful in developing a true culture of quality, we recognize these conversations must go beyond the boardroom. We need employees at all levels to be involved in asking “what can be done better, and how”. This is why our 2026 Strategic Plan includes an objective to develop an engagement strategy for quality improvement.

An important first step in the engagement strategy is to provide quality training. In 2022 and 2023, Banyan recruited 36 staff from across all programs and departments to complete a three-day course focusing on the core principles and methods of Lean

Six Sigma (a well-established framework for implementing continuous quality improvement).

During the training, staff teamed up to identify and implement their own quality improvement projects. Teams were asked to select projects that mattered to them within their own programs and could be realistically completed by them within just a few weeks.

## A FEW LEAN SIX SIGMA QUALITY IMPROVEMENT PROJECTS UNDERTAKEN:

### **Amber A. & Louise P.**

Set up a process where the medical and clinical team will touch base daily for 5 to 10 minutes to review the youth in residential settings, keeping all members up to date on support needs.

### **John I. & Dawn R**

Streamlined the booking process for the Case Coordinator's community appointments. They were able to shorten this process by 12 minutes!

### **Amber P. & Kally M.**

Revised an interview tool used when completing intakes for the SNAP program. They were able to decrease the number of questions from 72 to 41, without losing the information they needed to provide service to the family.

### **Jade M. & Todd H**

Reorganized an office to better suit the needs of the staff who work in the area. A lot of unneeded items were removed, and the space is functioning more efficiently.

### **Lindy B. & Cory P.**

A photocopier was purchased and located within their office, eliminating the need to walk across the entire building for copier use many times each day.

### **Kim A. & Pat L.**

Created a system to organize office and building supplies. Place all items needed to order or monitor on a list. Laminated the list to ensure the page survives.

### **Adam C.**

"Pen" Demonium-. Designed a system to have pens available at photocopiers, meeting areas and desks. This was to decrease the wasted time looking for pens in the office and around the building.

### **Tania K.**

Reorganized her workspace to reduce time and effort wasted on looking for client resources/ material/forms.

### **Esi Q.**

Streamlined/Organized items needed when traveling from one site to another while decreasing the weight of what she was carrying.

It has truly been inspiring to see how much can be learned and accomplished in such a short period of time. The initiative has demonstrated that our staff have amazing potential to improve their own programs when empowered to do so.

In 2023, Banyan will create procedures to keep this momentum going. A quality engagement program will continue to encourage staff from across the organization to select, implement and report back on their own improvement projects.



# CHILDREN SERVICES

## SELF UNDERSTANDING AND REGULATION OF EMOTIONS (SURE) PROGRAM

### Banyan identified a service gap in preventative emotional regulation and self-awareness Programs for youth ages 12 and up engaged in problematic and anti-social behaviour.

In October 2018 Banyan was successful in obtaining the Ontario Trillium Foundation (OTF) 1-year Seed Grant for the SURE Program. During the year, positive momentum and outcomes proved the SURE program to be a tremendous success.

In August of 2020, we were successful in obtaining the OTF 3-year Grow Grant. We immediately began our work to grow this Program. We extended the length of group sessions to 90 minutes and increased the number of weeks to complete the program and the number of group participants. During this period of growth, we removed barriers by making our Program gender-neutral, and offered the Program to Youth with diagnosed intellectual, developmental, and emotional

delays. Recognizing barriers of feeling uncomfortable or overwhelmingly anxious in a group setting, we also began offering our Program content on a 1 to 1 basis. Growing on these successes, we created a Youth Mentorship Program for eligible program graduates. The program provides opportunities for mentors to sharpen their own skills and learnings by assisting with the group sessions and serving as a role-model.

During 2022-23, our next step was to request base funding from the Ministry of Children, Community and Social Services. To prepare for this presentation, Banyan enlisted the support of the SPARK Program: A Centre for Social Research Innovation. The SPARK Program, run by McMaster University were tasked to analyse the qualitative and quantitative data collected for the program. The research show youth with a pre-program clinical value for a particular challenge saw notable median improvement in just 2 months.

EXTERNALIZED AGGRESSION		MENTAL HEALTH CONCERNS		INTERPERSONAL STRESSORS	
Conduct Issues	↓ 10%	Anxiety	↓ 7%	Somatic Problems	↓ 19%
Aggressive Behaviour	↓ 13%	Depressive	↓ 6%	Attention Problems	↓ 9%
Rule Breaking	↓ 8%	Anxious/Depressed	↓ 4%	Thought Problems	↓ 9%
Oppositional Defiance	↓ 2%	Withdrawn/Depressed	↓ 4%	Stress problems	↓ 7%
		Obsessive Compulsive	↓ 3%	ADHD	↓ 4%
				Social Problems	↓ 3%
				Somatic Complaints	↓ 1%



# YOUTH SERVICES

INTENSIVE REHABILITATIVE CUSTODY AND SUPERVISION ORDER (IRCS)

**Intensive Rehabilitative Custody and Supervision Order (IRCS) is a therapeutic sentencing option under the Youth Criminal Justice Act (YCJA) reserved for youth who have been diagnosed with a mental health disorder and have been convicted of murder, attempted murder, manslaughter and/or aggravated sexual assault.**

Funded by the federal government, the IRCS Program provides financial support for specialized treatment in hopes to promote effective rehabilitation and reintegration into society. Banyan's Clinical and Reintegration teams have had opportunities to help support youth under the IRCS umbrella and be members of the Specialized Treatment Team. Clinical works closely with the IRCS Specialized Treatment Team to ensure treatment goals and access to specialized services are fostered within the residential setting, while working alongside Reintegration to ensure that the identified needs are addressed to help support successful reintegration for the youth. Reintegration and Clinical are both required to support the court process, attending court when necessary and speaking to their involvement with the IRCS Specialized Treatment Team.

During 2022-23, Banyan's Clinical and Reintegration team had the opportunity to work closely with a youth who received an IRCS sentence and was reintegrating back into the community. The Reintegration team worked effortlessly to ensure that this youth had housing, employment, work attire, identification, groceries, and hygiene products.

The Case Manager (Probation Officer), Reintegration, and IRCS designated Clinician were all present at court to help support the youth's release and speak to the youth's engagement and transition plan. Upon release of the youth, all supporting factors were implemented, with the Reintegration team springing into action to help facilitate the seamless transition of the youth directly from court to his new home. To date, this youth has not re-offended, has maintained employment, and has secured independent living. While serving the remainder of the IRCS sentence, this youth will continue to receive support from the IRCS Specialized Treatment Team, including the amazing support provided by Banyan's Reintegration workers.

For information on Banyan's youth services, please visit: [banyancommunityservices.org/programs-services/youth-services/support-services/](https://banyancommunityservices.org/programs-services/youth-services/support-services/)



# SENIOR SERVICES

COMMUNITY PARTNERSHIPS ENHANCE THE LIVES OF OUR CLIENTS

**Building community partnerships is vital to senior support programs and enhances the lives of our clients. By partnering with other programs, doors of opportunity open. Building and maintaining relationships strengthen community and help fellow neighbours. This past year we have made strong community partnerships with local businesses and not-for-profits to enhance the lives of our seniors and youth.**

With the rising cost of groceries, we started to see the toll this was having on the senior population. Seniors' grocery lists were decreasing, clients would go without ordering to make it to "cheque" day and our supplemental fund was rapidly decreasing.

A search was conducted to look for not-for-profit groups that could possibly help with food or monetary donations. A not-for-profit group called Gifts for Seniors was messaged on Facebook.

Gifts for Seniors is a not-for-profit group that provides gifts to low income or isolated seniors in retirement and nursing homes. This group had never been part of

anything community based before. The ideas for the Banyan grocery store and Christmas gifts were brought forward to the team. The response was unbelievable!

We started with a guarantee of 20 gifts and food baskets. Our students created a detailed gift request form based on items that would be considered major needs (winter boots, towels, kitchen items, sheet sets etc.), interests, clothing sizes, allergies, whether the client was diabetic, homebound and mobile. All 50 of our most needy clients were sponsored by local businesses.

Food donations and gifts were being dropped off at Gifts for Seniors and our office. It was a team effort to make multiple trips with 2-3 carloads at a time to pick up gifts and food. Some team members would meet us in the parking lot to help bring the items upstairs. We borrowed an empty office and made it into our gift and food storage area. When it was time to deliver, everyone at the office offered a helping hand. It really was all hands-on deck!



Since connecting with this group we have been able to offer hearty homemade lasagnas to seniors that do not use the oven, a senior who is home bound received a new TV from Chad Collins MPP, Viola Desmond School grade 3 students made Easter cards that went out with our Easter food baskets, some received homemade turkey dinners and friendly visits at Christmas. A SNAP

family received sponsorship from a local business for a Christmas dinner and gifts. Unfortunately, due to food shortages, there were no Christmas food baskets being offered from Salvation Army. We were able to offer a food basket to those clients.

It's really amazing what can be accomplished when a group of people come together!

For information on Banyan's youth services, please visit: [banyancommunityservices.org/programs-services/senior-services/grocer-ease/](https://banyancommunityservices.org/programs-services/senior-services/grocer-ease/)





# EMPLOYEE RECOGNITION

Identifying challenges and coming up with creative solutions through collaboration are two of the many attributes Banyan staff are known for, and last year was no exception. Our staff talent and their unwavering call to action help our clients achieve their goals through service excellence, each and every day. We are proud to recognize our staff for their contribution and dedication throughout the year.

On October 27, 2022 the Service Awards and Recognition Dinner was hosted at Winona Vine Estate in Stoney Creek. This was our first in-person event in 2 years, and as such we took the opportunity to pay tribute to our 2020 and 2021 award recipients.

The evening provided a time for staff from all locations to celebrate together and be honoured by their peers, the leadership team, and the Board of Directors.

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## Service Award of Excellence Recipient

**Rob Watts** | Admin, Community  
Supports Services

## 2022 Service Award Recipients, as of December 31, 2022

### 25 YEARS

**Marianne Mazur** | AYC

### 20 YEARS

**David Farrugia** | GRF

**Todd Honsberger** | PYC

**Elena Huezo** | Corporate Services

**Roxanne Rowland**, GRF

### 15 YEARS

**John Formica** | PYC

**Francisca Gelling** | Grocer-Ease

**Paul Kelly** | AYC (2021)

### 10 YEARS

**Randolph Ballard** | GRF

**Derek Saunders** | GRF

### 5 YEARS

**Farin Ahmad** | GRF

**Matt Bury** | PAR

**Eric Ellul** | AYC

**John Ngeleka** | AYC

**Victoria Wright** | GRF

# FINANCIAL INFORMATION

AS OF MARCH 31, 2023 | UNAUDITED

## REVENUE



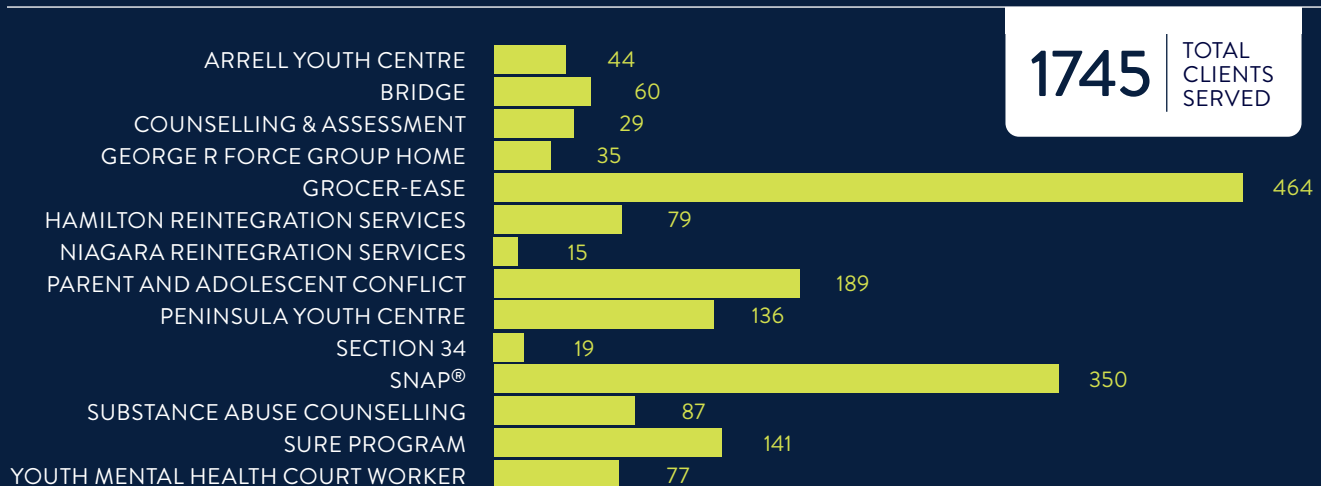
- **\$10,232,239**  
MINISTRY OF CHILDREN,  
COMMUNITY AND  
SOCIAL SERVICES
- **\$201,902**  
OTHER REVENUE
- **\$165,910**  
HOME AND COMMUNITY  
CARE SUPPORT SERVICES
- **\$112,733**  
PROGRAM FEES
- **\$54,828**  
CITY OF HAMILTON

## EXPENSES BY PROGRAM



- **\$8,933,989**  
YOUTH JUSTICE SERVICES
- **\$1,388,789**  
CHILDREN SERVICES
- **\$351,521**  
SENIOR SERVICES

## CLIENTS SERVED



# CORPORATE PROFILE

## BOARD OF DIRECTORS

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

## COMMUNITY MEMBERS

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Bart Halasa  
Julie Lajoie

## SENIOR MANAGEMENT TEAM

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### Kim Ciavarella

Chief Executive Officer  
Board Secretary (Ex Officio)

### Fran Doodeman

Director, Community and Professional Practice

### Cam Uhler

Director of Operations

## LOCATIONS

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### 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  
Clinical - **P** 289.246.9044  
Clinical - **F** 905.549.9011  
Bridge - **P** 905.544.1991  
Bridge - **F** 905.544.9933

[banyancommunityservices.org](http://banyancommunityservices.org)

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