

Annual Report 2013



Our Mission

Kennedy House works with youth to enable them to grow as individuals to contribute as members of the community. This is achieved in our residential and community based programs by providing customized support and building trusting relationships.





Executive Director & Board Chair Report

A year ago, we declared 2013 a year of promise, hope and growth at Kennedy House Youth Services. The events of the past year have lived up to this expectation and there are clear signs of future success to come. We've achieved our goals of building more partnerships, expanded our outreach services and are continuing to work towards strengthening our residential-based programs.

Two of our newest partnerships are with the Toronto Community Housing Corporation and the City of Toronto, Hostel Services. We are proud to announce that we have expanded our outreach services and are now offering after school programming in a community housing neighbourhood of Scarborough. As well, over the upcoming months we will be opening the first Kennedy House Youth Shelter. Both of these opportunities will allow us to work with more clients in different capacities. The expansion of our outreach program means that we are reaching out to more children at a vulnerable age and the addition of the youth shelter will permit us to work with youth in the transitional years of their lives. With these additions, our services and programs will now include the following: residential-based programs, secure custody and detention services, day treatment service,

educational-based programs, bailiff services, outreach services and shelter services.

Although we have achieved these successes in 2013, we are definitely not slowing down our efforts to further diversify our funding sources and services. We are aggressively pursuing additional opportunities, including expanding our fundraising department to facilitate future growth.

These achievements could not have been possible without the ongoing dedication, commitment and persistence of our staff and Board of Directors. We are truly inspired by our staff team who possess numerous skills that allow them to work with challenging clients in difficult economic circumstances. Our Board of Directors are equally dedicated and are ensuring the effective governance of the organization while staying the course of our strategic plan. This past year has illustrated to us that collectively we can overcome our obstacles and achieve success.

As we look ahead to 2014, we know that the momentum created this past year will carry us forward to future growth and new milestones, as well as ensure we continue to help the youth of today achieve their dreams of tomorrow.



Shelly Jaigobin
Executive Director



Dr. Peter Ray
Board Chair

A Message from James Rosenthal, Founding Board Member



My involvement with Kennedy House Youth Services began in 1969 when I had a discussion about group care for youth in crisis with Ed Blazo (former Executive Director) and Doug Chin (former Board Member and also my brother). We decided that homes with smaller numbers of youth could be more effective. At that time it was normal for a home to have fifty or more youth in it. We felt that four youth per home would benefit the young people more through the concentrated efforts of staff teaching them household responsibilities and supporting them professionally.

Ed and Doug presented their idea, which my wife helped prepare, at a meeting in February 1970 in front of many prominent people in Toronto. Following that meeting, Jack Friedman, a downtown Toronto Lawyer Developer and Milan Nastich, who became the Ontario Hydro Chairperson, determined that eight youth per house was necessary to make a group home viable. This started the Umbrella Concept.

Kennedy Road was the first program to open. Over the years, I saw our group homes increase in number as well as the addition of a secure custody and detention facility. As the need for group homes decreased, so did the number of residential group homes we operated. This has been offset with the successful launch of our outreach programming which includes the Kennedy House After School Program. I am looking forward to being part of the diversification at Kennedy House that includes our future shelter program in East York. Diversity has now become a much recognized value.

One of the greatest highlights of my time with Kennedy House is knowing that our devoted staff have helped so many youth go on to lead positive lives. I have enjoyed getting to know some of the staff and have appreciated the comradery shared with so many talented individuals on our board throughout the years.

One often hears the phrase that it is “good to give back to the community”. I prefer the idea that “by serving others, we learn so much more as humans and as a society”. Offering service is indeed an important form of education. There will always be challenges for Kennedy House. Due diligence from our staff, Executive Director and our board will support Kennedy House in positive future growth. This is something I cherish and very much look forward to.

“ By serving others, we learn so much more as humans and as a society. ”



learn

Education

Kennedy House Youth Services makes it a priority to ensure that all our youth receive an education. This reflects one of the Ministry of Children and Youth Services' Strategic Priorities.

Bruce, our shop teacher at Kennedy House Youth Centre, applied to Kennedy House because he wanted to give back to the community as well as share his skills and knowledge to help youth succeed. His philosophy in working with youth is shared with Kennedy House Youth Services and evident in our Mission Statement.

Bruce believes in credit recovery, which allows youth to complete a credit towards their high school diploma that they started somewhere else. He likes that through this program, they can receive acknowledgement for work they've previously done and feel motivated that they do not have to start over.

"We help the youth work in an environment that has industry standard rules that help them become successful," says Bruce. "The youth can prove that they can succeed through the completion of practical exercises. They then continue to challenge themselves with other projects that develop skills and knowledge."

Our Day Treatment program has also helped create a safe, treatment-focused space for students facing difficulty in their mainstream schools. Our Child and Youth Worker in this program helps the students achieve their potential in school, as well as supports them in their personal obstacles. Our program has helped two youth graduate from high school this past year. It also supports youth in a number of key areas such as: assisting them with finding employment, working with family dynamics, and studying for driver's permits. We celebrate every student's success in this program.

“ We help the youth work in an environment that has industry standard rules that help them become successful. ”



Bruce B.
Teacher



Independence



James V.
Assistant Supervisor

James starting working at Kennedy House Youth Services in 1993 as a student placement. His philosophy of working with kids matched that of the agency and as a result he gained full-time employment at the end of his placement. He left for a short period of time to work for another agency but returned because he felt at home with Kennedy House.

James feels that it is important to teach our youth to live independently and that we must do this as an agency. "The youth who transition out of our care, are most often going out to a living situation where they are on their own," says James. "They will have gone from a system that will ensure their needs are met, rights are adhered, they are safe and their daily expenses are handled by someone else to a system that expects them to now take care of everything with little in the way of support."

Together with the rest of the staff at Kennedy House, James helps young people develop the skills required to deal with day-to-day life before they leave our care. By doing the best that can be done with our youth, he believes we can send them out with the skills and knowledge to successfully integrate the coping mechanisms they've learned. These include the ability to ask for help when they

encounter difficulties. James feels that while group lessons can teach a youth about budgeting, time management, hygiene and the many other areas that are needed for independence, our youth develop their real independence skills through practical application. He believes that this is accomplished through a staff member role playing, for example, how to call a landlord and then sitting beside the youth while they make the call. It is done by taking the youth to the bank to open an account and support them during the process. "The more opportunities we give our youth to try independent skills with our support, the more prepared they will be when they leave us," says James. Role modelling is key when working with our youth.

“ The youth who transition out of our care, are most often going out to a living situation where they are on their own. ”



Strength-Based Approach



Maggie Z.
Assistant
Bailiff Co-ordinator



Maggie is the Assistant Bailiff Co-ordinator at Kennedy House Youth Services. She has been with us for two years. Maggie considered Kennedy House as one of the top agencies she was interested in working at, due to our broad range of programs offered within the field. The values, mission and approach taken by Kennedy House represent the main reasons for her getting into the field of youth work. The variety of different programs we offered showed our well-rounded approach to the needs of youth in care, custody and in the community. In her heart, Maggie knew that Kennedy House was where she needed to be and where she could make a difference in the lives of youth.

Among the many important services that Kennedy House provides, Maggie believes the amount of mutual respect exchanged between staff and the youth is the key thing we offer. She believes that the youth who come into our care, whether through our residential program, custody, day treatment or community-based programs, often have a negative social stigma associated with them, but that the staff at Kennedy House does not hold or use this against them. "Our staff treats the youth in our care with dignity and respect," says Maggie. "This respect often

gets reciprocated by the youth as they feel they are not being judged or labeled. Leading by example and showing the youth that we are there to support them, we can empower the youth to make better decisions for themselves. Then they can begin to trust staff as adults who genuinely want to help them."

According to Maggie, the best way we teach our youth about social skills is by being positive role models for them. She feels that our own social interactions are a prime way to show youth appropriate ways to act in social settings and that when a young person does not respond with appropriate social skills, our staff takes the time to discuss the situation with them. "By debriefing with the youth about their behavior, they are able to better understand their interactions with others and why it may or may not have been appropriate," says Maggie. "I appreciate the fact that at Kennedy House, we use a strength-based approach when discussing issues with the youth. We help the youth find alternative ways to deal with similar situations in the future."



Holistic Treatment

Judy has worked with the youth at Kennedy House for 25 years as a registered nurse. She likes so many things about Kennedy House and says that the administrative team is very supportive. She thinks that the fact that some of the admin staff has been with Kennedy House as long as she has, demonstrates what a dedicated group of people we are.

Judy was a paediatric nurse for a number of years before going into community nursing and teaching. She brings considerable experience working with young people into this position along with a compassionate nature and an eagerness to learn more about today's youth as opportunity presents. She is committed to providing positive support to the youth at Kennedy House so that they can remain or become mentally and physically healthy and succeed in their future endeavours.

Judy reports that many of the young people who come to Kennedy House have been living on the streets or have been "on the run" from place to place. Some are abusers of drugs and/or alcohol. Medical and dental care has not been a priority for them and many of them do not enjoy extended benefits and therefore do not have access to

dental work or eye-wear if needed. In many cases, they have nutritional deficits as well as other health and mental health challenges as a result. With her help, Kennedy House is able to holistically address the physical, mental and emotional needs of the youth. She feels that this might be their only opportunity to receive this care before they are released into the world at large.

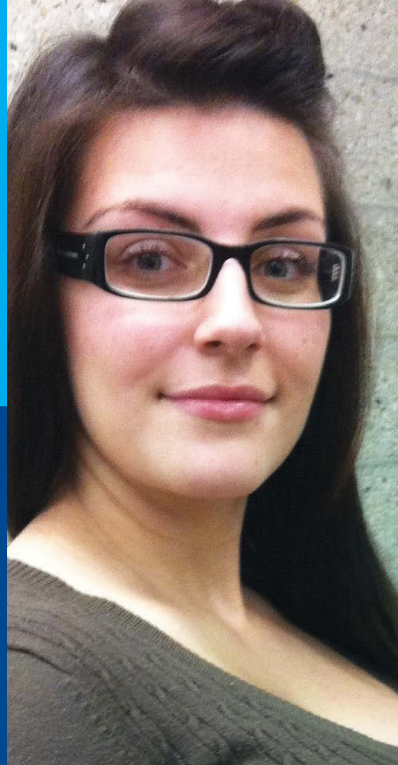
Judy notices that the youth at Kennedy House are often stressed and sad at having to be in care. Often they will take the opportunity to spend time talking with her and sometimes she feels that she has been able to contribute to calming them down and having them realize that they have hope and a future to plan for. "Many times the youth do not feel that anyone in this world cares about them," says Judy. "And if I can be one caring person in their life, for even a short period of time, then that's what I need and want to do."

Being a voice of encouragement is important to Judy. Working at Kennedy House provides her with the opportunity to connect with troubled youth who need her help.



Judy L.
Nurse

A letter from a placement student



Dear Shelly and the Kennedy House Team,

I want to start off by saying that the last four months of placement at the Manse Road location have truly been remarkable. I want to thank Kennedy House for the wonderful experience, but most importantly, all the wonderful women you have working for you at Manse Road.

Words cannot truly describe how thankful I am to have met and worked closely with all of the wonderful staff there. It takes special individuals with passion and dedication to work in this field, and I must say that all the women there have that. Their drive is addictive and their passion for their job and the youth speaks volumes in the amount of effort and love they put into their job.

During my time at Manse Road, Rochelle took me under her wing, not only as my supervisor but also as a mentor. She is truly one of the best Child & Youth Workers I have had the pleasure to work with but also be in her presence. Her humour is addictive, her passion shines bright and her work ethic is contagious. Your company is truly lucky to have her because people like that do not come around often.

I myself have found a new love for working with youth, and it's because of these women that I have been able to find that. A big thank you to Rochelle, Mirlo, Michele, Samantha, Kayan, Nadine, Claudette, BJ, Vanessa and Mandy for giving me the opportunity to work with them.

Sincerely,
Irene S.
Centennial College Student

YEARS OF SERVICE AWARD WINNERS

2 Year Award

Jordan F. • Avril F-L. • Rochelle G.
Tyrone J. • LaToya M.

5 Year Award

Armando M. • Tammy-Lynn W.

10 Year Award

David K. • Shawn N. • Brandon P.

15 Year Award

Natasha J-M.

Lisa B.

In addition to the Years of Service Awards, we recognized staff in the areas of Excellence in Relationship Building, Excellence in Program Delivery, Superior Customer Service and in Leadership Achievement.

Superior Customer Service

Mary S.

Excellence in Relationship Building

Rochelle G. • Catherine N.

Excellence in Program Delivery

Brandon P.

Leadership Achievement Award

Adrienne L.



**Thank you to the following supporters
for their generous contributions to
Kennedy House programs.**

We couldn't do what we do, without you.

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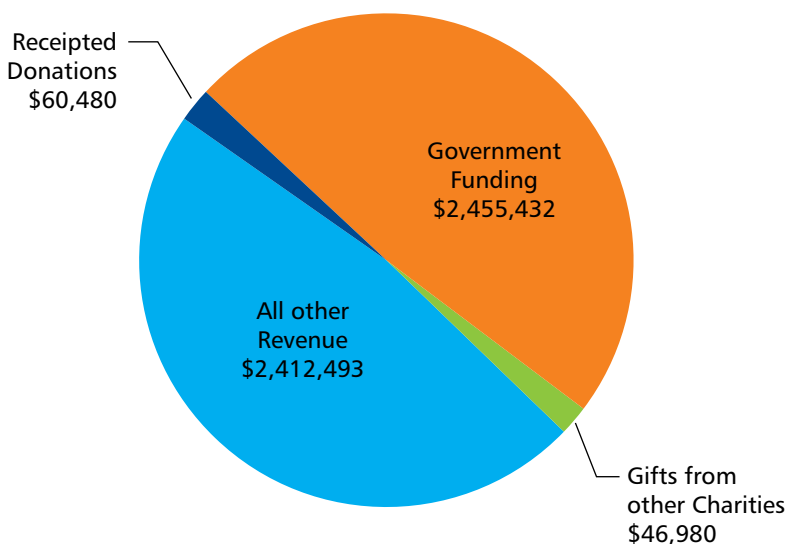
\$10,000+

The Home Depot Canada Foundation
RBC Foundation
Wonder+ Cares

Special thanks to our Funding partners: Ministry of Children and Youth Services and Children's Aid Societies

March 31st, 2013 Statement of Revenue and Expenses

Total Revenue: \$4,975,385



Total Expenses: 4,901,077



Total Staff • 69 full-time – 59 part-time

BOARD MEMBERS

Dr. Peter Ray
Chairman

Mr. Christopher Carew
Vice-Chair

Mr. Bert Bacchus
Secretary

Mr. Joe Bettencourt
Treasurer

Mr. Bryon Cohen
Member

Dr. Ilhami Gokcen
Member

Ms. Julie Kish
Member

Mr. Philip Longaphie
Member

Mr. Leyland Muss
Member

Mr. James Rosenthal
Member

Mr. Victor Tuba
Member

SENIOR MANAGERS

Ms. Shelly Jaigobin
Executive Director

Ms. Teresa Carroll
Superintendent

Mr. Eric Eissler
Maintenance Foreman

Ms. Tracey Hardinge
Manager of Shelter Services

Ms. Cathy Kozuch
Accountant

Mrs. Angela Moncada
Human Resource Manager

Mr. Ron Smith
Clinical Manager



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