



KEYSTONE

Child, Youth & Family Services

Inspired People. Resilient Families. Empowered Young People. Healthier Together.

2024-2025
Annual Report

www.keystonegreybruce.org

Message from the Board of Directors



Board

Deborah Hogan-Thompson

Chair of the Board

As I reflect on this past year, I am filled with pride and gratitude for the remarkable work that Keystone Child, Youth & Family Services continues to deliver to our community. Our commitment to excellence in mental health services, innovation, and system leadership has never been stronger, thanks to the unwavering dedication of our entire team.

Keystone has navigated an increasingly dynamic landscape in health and mental health delivery, embracing new opportunities for growth and collaboration. Our Board of Directors has been deeply engaged in supporting this evolution, working alongside our exceptional CEO, David Willis, whose leadership has brought important and meaningful change to the organization. His vision and passion have helped position Keystone as a trailblazer in child and youth mental health.

Our leadership is not only evident within our local community but also at the provincial level. Keystone has been at the forefront of transformative initiatives such as One Stop Talk and the Ontario Intensive Treatment Pathway (OITP), in close partnership with the Ministry of Health. These innovative programs are reshaping how mental health care is accessed and delivered, ensuring timely and equitable support for children, youth, and families across Ontario. Keystone's leadership and collaboration are making a tangible difference in people's lives and setting a new standard for care.

None of this would be possible without the incredible people who make Keystone the beacon of hope it is today. To our dedicated staff, board, volunteers, clients, families, and community partners—thank you. Your resilience, compassion, and commitment to our shared vision empowers us to keep pushing boundaries and building a brighter, healthier future for all.

Together, we continue to prove that when we work as one, we can achieve extraordinary things.

With deepest appreciation,

Deborah Hogan-Thompson
Chair of the Board of Directors
Keystone Child, Youth & Family Services

We remain focused on our strategic plan. This year, we've made significant progress in defining key performance indicators and developing metrics that help us understand where we're making an impact—and where we can do better. Through our partnership with Greenspace, we're embedding measurement-based care across our clinical services. This shift not only improves outcomes but also empowers youth and families by placing them at the center of the treatment process. The addition of a key leadership role responsible for quality improvement, evaluation and project management has been transformative to this work.

Equity, diversity, inclusion, and belonging (EDI&B) are not checkboxes—they're foundational to who we are and how we serve. As our communities evolve, we're evolving too. Changing demographics bring opportunity. We are actively working to ensure that every person who walks through our doors sees themselves reflected in the services we offer and feels welcomed, heard, and respected. We have done considerable work to articulate our values and to share those with everyone who comes through our doors, be it for service, work or fun. I invite you to spend some time considering the values we have shared in this annual report.

Collaboration continues to be one of our greatest strengths. Across our region, we're building strong partnerships that align services, reduce duplication, and create a more cohesive, responsive system of care. Provincially, I am proud to continue serving as co-chair of the Lead Agency Consortium, supporting the critical work of 31 partner agencies across Ontario. Together, we are championing the reimaging of Live-In Treatment at a provincial level—developing consistent, measurable clinical models and advocating for investments in areas where LIT access is still out of reach.

Our commitment also remains strong to One Stop Talk, where I sit on the provincial steering committee. This initiative is streamlining access to mental health support across Ontario, giving young people a single, trusted point of entry to care.

As we reflect on a year of growth, innovation, and resilience, I am more confident than ever in our direction. We are building a system that works better—for everyone. Thank you to our staff, partners, and communities for walking this path with us. I want to also thank the tireless commitment of our Board of Directors who hold their collective arms around Keystone as guides to our future success.

With gratitude,
David Willis
President & CEO
Keystone Child, Youth & Family Services

Advocacy is part of our role.



Keystone Board of Directors

Board Chair

Deborah Hogan-Thompson

Director

Joanne Thompson

Board Vice-Chair

Sarah Cowley

Director

Winston Boudreau

Board Secretary

Alanna Kade

Board Treasurer

Kristy Ktransford



Keystone Leadership Team

President & CEO

David Willis

Director of Human Resources

Maha Zaki

Director of Programs

Stephen Hendriks

**Director of Quality, Evaluation &
Project Management**

Tara Saab

Director of Finance

Mark Wight

Indigenous peoples have the right to self-determination.

Our Vision



**Inspired People.
Resilient Families.
Empowered Young People.
Healthier Together.**

Our Mission



**Ensuring excellence in health and mental
wellness services with integrity and care for
children, young people, and their families.**

Our Values



- **Compassion**
- **Accountability**
- **Responsiveness**
- **Inclusivity**
- **Navigation**
- **Growth Mindset**

Gender equity is essential.



Strategic Plan

2024-2025

Throughout the year, Keystone has remained focused on advancing the strategic priorities outlined in our 2024-2027 Strategic Plan.



Guided by our commitment to service excellence, strong partnerships, and organizational renewal, we have taken meaningful steps to realign programs, deepen community relationships, and build on our 50-year legacy to better serve children, youth, and families across Grey and Bruce Counties.

Goal 1: Service Excellence in Child and Youth Mental Health

As part of our commitment to service excellence, Keystone introduced Greenspace, a measurement-based care tool that helps youth and families track their progress in real-time and work more closely with their care team to receive the support they need, when they need it.

This year, we began transforming our 7-bed Live-In Treatment program into a 13-bed Step-Up Step-Down model, creating a more comprehensive and flexible service for youth with complex mental health needs. With expanded refreshed space, new groups, and tailored supports, the program helps youth move into or out of intensive care more smoothly - meeting them where they are on their mental health journey. The newly enhanced program is set to open in spring 2025.

Goal 2: Strengthening Partnerships and Relationships

In early 2025, Big Brothers Big Sisters of Grey Bruce moved into the Keystone Child, Youth & Family Services building at 1793 3rd Avenue West in Owen Sound. This co-location strengthens our partnership, making it easier to work together to support youth through coordinated mental health and mentorship services marking a significant step in their collaborative efforts to support youth and families in the Grey Bruce region. By working closely together under one roof, BBBBGSWS and Keystone are better positioned to address the diverse challenges faced by the youth and families they serve, promoting a stronger, more connected community.

Our strong community partnership with Brightshores Health System made it possible for Keystone to expand vital youth mental health services. When Brightshores relocated its Withdrawal Management Services to a former school to grow their Mental Health and Addictions Wellness and Recovery Centre, they generously donated their previous building to Keystone - demonstrating a shared commitment to improving care across Grey and Bruce counties.

Goal 3: Building on Our 50-Year Legacy

This year, Keystone developed a new Equity, Diversity, and Inclusion (EDI) Vision and Mission to guide our future. These statements affirm our commitment to delivering equitable, culturally safe, and accessible care, while working in partnership with our communities to remove barriers and authentically champion inclusion.

EDI Vision Statement: Every child and youth receives equitable, culturally competent, safe, and accessible care.

As part of our commitment to modernizing operations, Keystone launched a new interactive data dashboard with the generous support of C4K Capitalize for Kids. This tool gives us real-time insights into our services, helping us track outcomes, identify gaps, and make data-informed decisions. It's a key step in strengthening how we support children, youth, and families across our community.



Programs and Services

Keystone Child, Youth & Family Services provides a wide range of mental health programs and supports for children, youth, and families across Grey and Bruce counties.



Counselling Services

Our counselling services include individual, family, and group therapy, with options such as Single Session, Short-Term, and specialized counselling to address concerns like anxiety, trauma, and eating disorders.

Urgent Needs

For urgent needs, we offer crisis counselling throughout the week and access to psychiatric consultations through partnerships like SickKids.

Live-In Treatment Program

Our Live-In Treatment Program provides a safe and therapeutic environment for youth aged 12 to 17 who require short-term stabilization and intensive support. This program is currently expanding into a 13-bed Step-Up Step-Down model to offer flexible, responsive care pathways that help youth move into or out of intensive treatment based on their needs.

Early Intervention and Community Based Programs

We offer a robust suite of early intervention and community-based programs for children ages 0 to 6 and their caregivers. These include Healthy Beginnings (a prenatal nutrition and parenting program), Cradlelink (home visiting and volunteer support), EarlyON Centres, Brighter Futures parenting groups, and the Building Resiliency Program, which supports mental health in licensed childcare settings.

Infant Hearing and Low Vision Programs

We also support children with sensory impairments through the Infant Hearing and Low Vision Program.

Support for Children and Youth with Specialized Needs

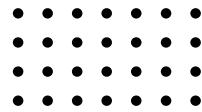
For children and youth with specialized needs, Keystone offers a Fetal Alcohol Spectrum Disorder (FASD) program, youth justice supports, and a coordinated access and service planning process for families navigating complex needs.

Educational Workshops and Support Groups

Educational workshops for parents and support groups for children and youth further extend our reach in prevention and skill-building.



Lead Agency Role



Keystone is proud to serve as the Lead Agency for Child and Youth Mental Health Services in Grey and Bruce counties. As part of our leadership role, our CEO also serves as Co-Chair of the Southwest Ontario Lead Agency Consortium, contributing to strategic planning and provincial coordination across the child and youth mental health sector. Keystone also acts as the fund holder for the 31 Lead Agencies across Southwestern Ontario, supporting system-wide accountability and resource stewardship.



**LEAD AGENCY IN
GREY & BRUCE**



**FUND HOLDER FOR
31 LEAD AGENCIES**



**CO-CHAIR SW ONTARIO
LEAD AGENCY
CONSORTIUM**



Keystone played an active role in advancing two major provincial initiatives. First, we contributed to the successful implementation of One Stop Talk, a virtual mental health service that connects children, youth, and families across Ontario with same-day counselling support. Second, we are supporting the development of a multi-year plan to implement the Ontario Intensive Treatment Pathway (OITP)—a new province-wide opportunity toward a better system of mental health services for children and youth with significant treatment needs and behavioural risks.

The pathway will create a coordinated system to ensure Ontario's children and youth have timely access to effective, inclusive, respectful, and individualized intensive treatment with family and community supports to enable their best futures.

Youth have voices - and we listen.





Client Story



A 15-year-old male youth relocated from Alberta to Grey-Bruce to live with a non-biological caregiver after experiencing ongoing instability in his caregiving arrangements and significant early trauma. When he entered services at Keystone, he reported symptoms of depression, anxiety related to past trauma, chronic sleep disturbances, auditory hallucinations, and somatic symptoms such as choking during meals, believed to be panic-related. He also had a history of suicidal ideation.

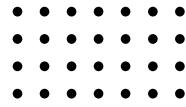
Through regular, in-person counseling sessions at Keystone, the youth received trauma-informed therapy focused on emotional regulation and safety planning. Greenspace assessments were used throughout his care to track his progress. At the outset, his assessment scores on validated tools such as the PHQ-9, PCL-5, and OASIS indicated severe distress. With consistent therapeutic engagement, the youth began to experience meaningful improvements. His sleep and mood improved, trauma-related symptoms and hallucinations decreased, and he began to feel more hopeful.

By the end of treatment, his assessment scores had significantly declined, reflecting his progress. His caregiver also reported better communication and overall functioning within the home. The youth was eventually discharged following a collaborative decision-making process.

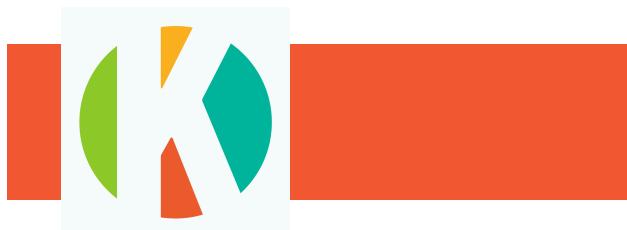
This case illustrates the resilience of young people and the transformative impact of trauma-informed care when combined with consistency and a strong therapeutic relationship. The youth's journey is a powerful reminder of what is possible when the right supports are in place.

Every young person is valued, respected, and seen.

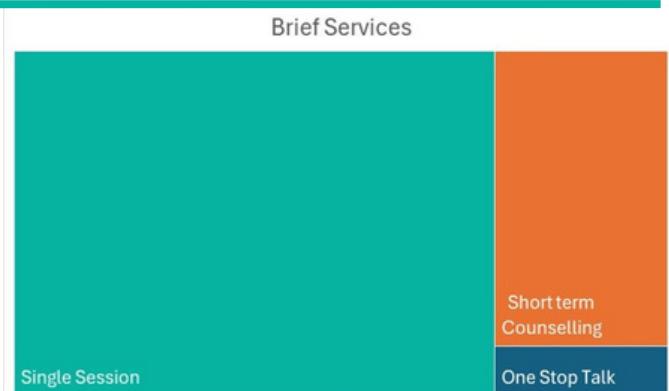
Data



April 1, 2024 - March 31, 2025



From the Power BI Dashboard



1,884 Unique clients received service



43 LIT clients served over 11 months with closure for renovations.



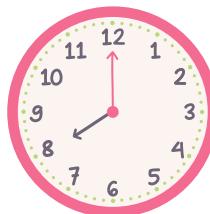
195 Clients received short-term counselling



632 Clients received single-session counselling



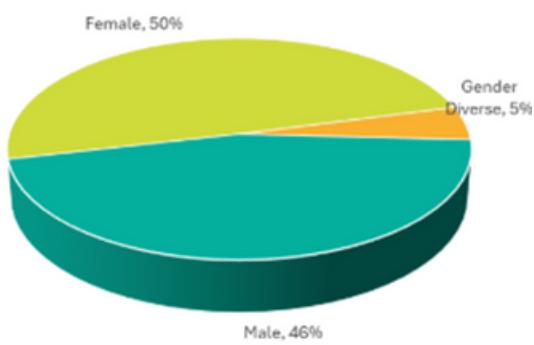
33 Clients received service through One Stop Talk.



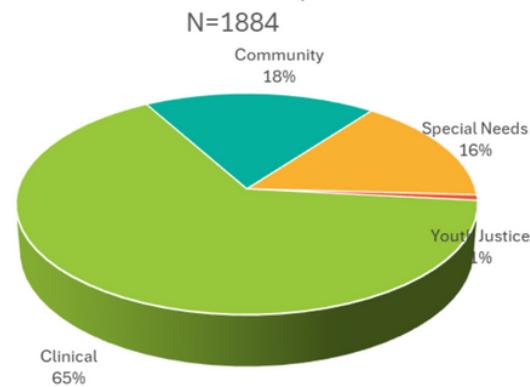
5 Month approximate wait time for counselling and therapy.

April 1, 2024 - March 31, 2025

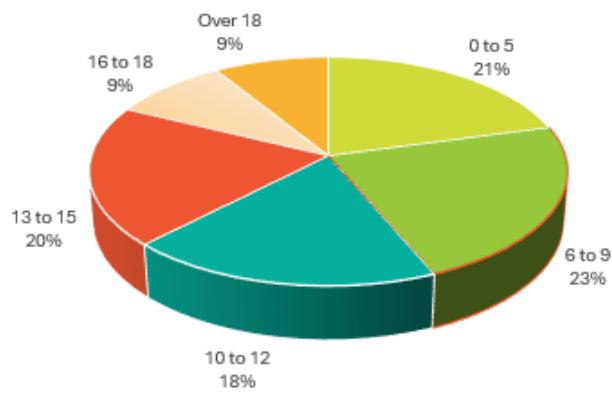
Identity - Gender



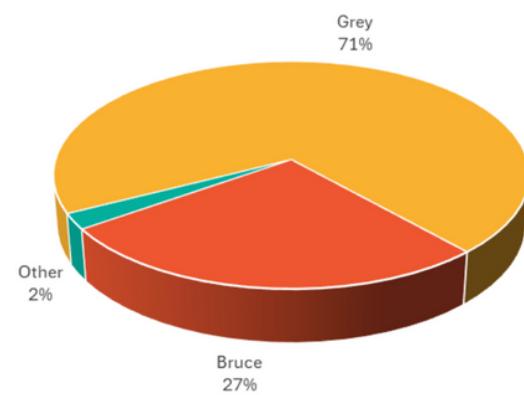
All Service Areas - Unique Clients



Age Distribution - Unique Clients



Location of Unique Clients

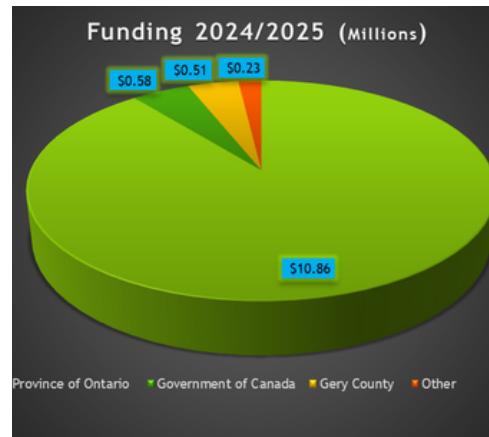




Financial Summary

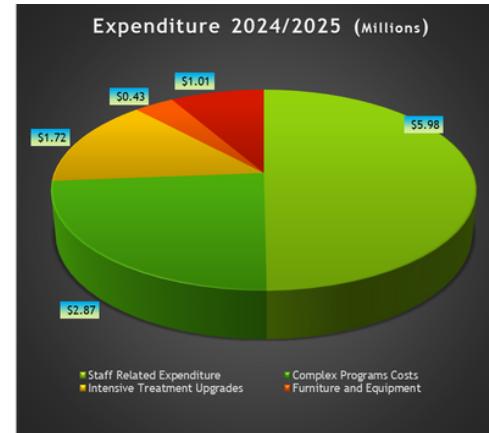
Funding

During the 2024/2025 year Keystone received funding of \$12.2M which represented a 11% increase over 2023/2024 \$10.9M.



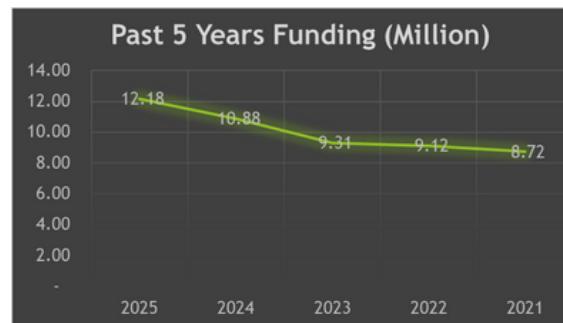
Expenditures

Expenditure for the year \$12.0M which represented a 15% increase over 2023/2024 \$10.2M.



Past 5 Years Funding

Keystone continues to show an upward growth trend over the past 5 years.





Looking Ahead

Accreditation

Keystone is preparing for accreditation with the Canadian Centre for Accreditation, with our site visit scheduled for spring 2027. This 18-month journey reflects our ongoing commitment to excellence, accountability, and continuous improvement. Accreditation offers an opportunity to reflect on our practices, strengthen our systems, and ensure we're delivering the highest quality care to children, youth, and families across Grey and Bruce counties.

Expanded LIT and Step-Up, Step-Down Care

In the year ahead, we are preparing to open our expanded 13-bed Live-In Treatment program, offering Step-Up Step-Down care for youth with complex mental health needs. This new model will provide more responsive, flexible, and recovery-focused support, ensuring youth can access the right level of care at the right time. It marks a major milestone in our efforts to strengthen services for young people in Grey and Bruce counties.

New Urgent Access Program

In the coming year, we will launch a new Urgent Access Program designed to provide timely, mobile, and community-based mental health support to youth and families in crisis. With a dedicated team serving all corners of Grey and Bruce counties, this program will increase access to care close to home, reduce emergency department visits, and strengthen our partnerships with hospitals, schools, and community organizations to ensure youth receive the right support, when and where they need it most.



Learning never ends.



Acknowledgement of Thanks

We are profoundly grateful to all our donors, community partners, and volunteers.

The Art of Caring Gala

Keystone collaborated with Big Brothers Big Sisters of Grey Bruce and Western Simcoe and Bruce Grey Child & Family Services to host the inaugural Art of Caring Gala in November 2024. Supported by a \$30,000 sponsorship from Bruce Power, the event celebrated community connections and raised funds for programs benefiting local youth and families.

Home Depot Orange Door Project

The Home Depot Canada Foundation, has partnered with Keystone through the Orange Door Project by supporting our Live In Treatment Center, with the goal of preventing and ending youth homelessness in Canada.

Our Community Partners

Bruce Grey Child & Youth Family Services, Ontario Health Team, Big Brothers, Big Sisters, Bruce Grey Catholic District School Board, Bluelwater District School Board, Brightshores.



Donors and Volunteers

- ARC Landscaping and Excavation
- Battlefield Equipment Rentals - Owen Sound
- Brightshores
- Boston Pizza
- Bruce Power
- Chapman's Ice Cream
- Enbridge
- Hepworth/Sauble Beach Pastoral
- Home Depot
- Long and McQuade

A PROUD PARTNER OF



Together, we're providing more immediate, easy access to mental health support for children, youth and families in Ontario. Learn more at OneStopTalk.ca

Contact Us



Child, Youth & Family Services

We are ready to help.

All services are FREE for families, and anyone can make a referral to access our services. We accept third-party and community referrals with written consent.



(519) 371-4773



1793 3rd Ave W, Owen Sound ON N4K 6Y2



www.keystonebrucegrey.org

A PROUD PARTNER OF



Together, we're providing more immediate, easy access to mental health support for children, youth and families in Ontario. Learn more at OneStopTalk.ca

Find us online.

