



**STRATEGY 2030:
COMPELLED BY EVIDENCE, ENABLED BY
PARTNERSHIPS, COMMITTED TO EQUITY**

Our five-year strategy in support of Enriching Health through Mental Health

SickKids® | Garry Hurvitz Centre for
Community Mental Health

LEADERSHIP MESSAGE



Jeff Mainland
Board Chair

The Garry Hurvitz Centre for Community Mental Health at SickKids (GH-CCMH) is setting its course for the next five years. As we do so, there are reasons to be hopeful about mental health care for children and youth in our communities. While rates of anxiety and depression remain high, use of emergency services is down, and use of community-based services is increasing. Across sectors, professionals and users of service are collaborating to build a system of care that ensures people get the kind of help they need without unreasonable waits or other barriers to access. There is still a lot to do but things are moving in the right direction.

GH-CCMH is confident in the unique role we will play in this work during the next five years. As a subsidiary of The Hospital for Sick Children (SickKids); as a provincially funded core child and youth mental health agency; as a prevention and early intervention leader funded by the Public Health Agency of Canada and the City of Toronto;

as part of Thriving Minds, the coordinated access project with CAMH and SickKids; and as a training and research site, GH-CCMH is at the nexus of our system of care.

We will lean into those cross-sector relationships to advance quality, to foster system transformation and to engage our service users to ensure equitable access to evidence-informed approaches across our programs. We will also keep our foundations strong, improving our digital and physical spaces and nurturing and developing our people. We are blessed with a diverse, highly engaged, energetic team. We will ensure that gift benefits the people we serve.

GH-CCMH enters our next five years confident in our relationships, the wisdom of our service users and the commitment of our people. Together, we will deliver exceptional services compelled by evidence, enabled by partnerships and committed to equity.



Neill Carson
Executive Director

VISION

Enriching Health through Mental Health

OUR MISSION

Deliver exceptional infant, child, and youth mental health services in our communities, compelled by evidence, enabled by partnerships, and committed to equity.

VALUES

COMPASSION

We work hard to understand the struggles of everyone we serve. We approach our service delivery with the understanding that the best care looks different for each person.

INTEGRITY

We strive to be honest, trustworthy and accountable. We commit to our moral responsibilities and our ethical framework.

COLLABORATION

We see each person's gifts and value different perspectives to work together to reach new heights as an organization. We listen to different voices, foster solidarity and build community partnerships.

INCLUSION

We promote a sense of safety, belonging, community and accessibility for all by living our values. We design our programs to reduce health inequities and improve our communities' ability to access services.

INNOVATION

We approach problems with fresh thinking and new solutions with the support of bold leadership. We disrupt how things are done, and design new ways of working, to serve our clients and participants better.

EXCELLENCE

We create a culture of continuous improvement and are constantly learning, growing and evolving. We support best practices in every interaction.

BY THE NUMBERS 2024-2025



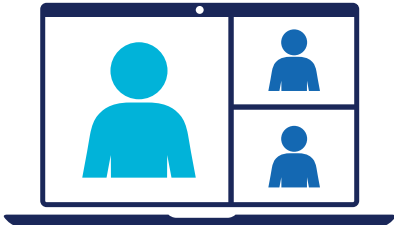
1,028

unique clients served –
counselling and therapy
and intensive services



658

unique participants served –
prevention services
(sessions and workshops)



37%

of visits
completed virtually



566

postal codes
served



28

languages reported
among our clients



17%

increase in the number of clients
served from Neighbourhood
Improvement areas (as defined
by the City of Toronto)



185

staff



\$17.5M

budget

HOW WE GOT HERE



117

survey responses



10

reports, reviews, and
articles synthesized



19

clients, participants,
family members or partners
participated in live sessions



53

staff and leadership
participated in
live sessions

INSPIRATION FROM MANY VOICES

To inspire strategy development, we asked what makes GH-CCMH a unique provider and what individuals valued most from previous experiences and interactions.

Data-informed decisions and
evidence-based practices

A culture of excellence and
commitment to provide
high-quality mental health
services in the community

The range of infancy to 18
mental health support and
services from prevention
to intensive services

Collaborative cross-sector
relations with schools,
health-care providers, and
community agencies

The continuum of mental
health services provided
due to the strong
connections built between
community and hospitals

A genuine, multidisciplinary
team with diverse expertise

STRATEGY 2030: COMPELLED BY EVIDENCE, ENABLED BY PARTNERSHIPS, COMMITTED TO EQUITY

Our five-year strategy in support of Enriching Health through Mental Health



Advance Quality in Community Mental Health and Prevention Services

- Embed authentic engagement with clients, participants, and families in shaping the future of GH-CCMH
- Design equitable services that address social and structural determinants of health
- Elevate standards of practice by evolving an interprofessional, individualized service model
- Match mental health and community expertise to complex, emerging needs



Foster Mental Health System Transformation

- Be a system connector to streamline access, improve transitions, and integrate services from mental health promotion to treatment
- Establish seamless reciprocal pathways and coordination between the community and hospital partners like SickKids and CAMH
- Accelerate inclusive research and evaluation, translating findings across the sector
- Secure funding for sustainability and innovation in child and youth mental health



Strengthen our Foundations

- Attract, retain, and develop diverse talent
- Cultivate employee health, well-being, and psychological safety
- Co-create future spaces, infrastructure, and digital solutions

Deliver exceptional infant, child, and youth mental health services in our communities,
compelled by evidence, enabled by partnerships, and committed to equity.

Compassion

Integrity

Collaboration

Inclusion

Innovation

Excellence



ADVANCE QUALITY IN COMMUNITY MENTAL HEALTH AND PREVENTION SERVICES



Our objectives

- Embed authentic engagement with clients, participants, and families in shaping the future of GH-CCMH
- Design equitable services that address social and structural determinants of health
- Elevate standards of practice by evolving an interprofessional, individualized service model
- Match mental health and community expertise to complex, emerging needs

What would it take to be a local and provincial leader in standards of practice for community mental health services?

By engaging our service users, by sharing our data, mustering evidence and training our people, we will ensure that we meet the highest standards of care for all our clients and participants.

We will put the people and the communities we serve at the centre of our work by embedding real, ongoing feedback.

We will deliver services that adapt to real needs, track real progress, and reflect every unique journey.

Samantha Wright

Youth Outreach Worker, Prevention and Early Intervention Services

As a youth outreach worker (YOW), being rooted in the community allows Sam to connect with youth where they are—building trust through consistency and authenticity. Many of the young people she supports face complex barriers, including poverty, racism, generational trauma, and the stigma surrounding mental health. Navigating these challenges alone can feel overwhelming. Sam acts as a bridge to services, ensuring youth feel supported at every step.

“Quality mental health care is not just about access, it’s about approachability,” says Sam. “My work focuses on humanizing their experience, easing fear, and reducing stigma. Being embedded in the community helps make services feel closer, safer, and more attainable. That’s how we improve mental health care: by making it not only available, but truly reachable.”





FOSTER MENTAL HEALTH SYSTEM TRANSFORMATION



Our objectives

- Be a system connector to streamline access, transitions, and integrate services from mental health promotion to treatment
- Establish seamless reciprocal pathways and coordination between the community and hospital partners like SickKids and CAMH
- Accelerate inclusive research and evaluation, translating findings across the sector
- Secure funding for sustainability and innovation in child and youth mental health

What would it take to transform the mental health system for children and youth?

The mental health system is hard to navigate. We are here to do our part in changing that. By connecting the system of care, we are motivated to ensure no young person falls through the cracks or is denied the right support at the right time, from infancy to adulthood.

With partners like SickKids and CAMH, we will build a more connected and responsive system. By engaging our sector partners and building bridges with community providers, we will strengthen cross-sector collaboration to improve outcomes for children and youth facing complex and difficult problems. We will evaluate and collaborate in research to demonstrate impact and strengthen the system of the future.

Sabrina Chu

Care Navigator, Individual and Family Services

In her role, Sabrina offers support to clients coming to GH-CCMH from SickKids through the Arrell Family Mental Health Bridging Service. She arranges longer-term clinical care at GH-CCMH when necessary, and advocates for families by locating resources and services in their neighbourhoods, from family doctors to summer camps and everything in between.

Bridging clients come to GH-CCMH from units at SickKids including inpatient psychiatry and adolescent medicine, where children and youth could be dealing with concerns such as substance use, gender identity, and eating disorders.

“Families are thankful for the follow-up and the comfort of knowing something is already in place when they leave the hospital,” says Sabrina. “They don’t have the burden of locating and accessing services in the community themselves.”





STRENGTHEN OUR FOUNDATIONS



Our objectives

- Attract, retain, and develop diverse talent
- Cultivate employee health, well-being, and psychological safety
- Co-create future spaces, infrastructure, and digital solutions

How can we ensure we form a foundation that is built to thrive and grow?

We realize that meaningful change starts with a strong foundation. That is why we are building a team that reflects our communities and thrives within them. Driven by a deep commitment to employee well-being and psychological safety, we will support our team so that they can show up as their best self, feel safe, and grow into the professionals they aspire to be.

Our foundation is also powered by the structures that help us thrive, from the systems we rely on to the spaces we work in and the tools we use every day. As our services evolve, so must the environments that support them. From the Maitland site redevelopment to modernized digital platforms, we are reimagining how service is delivered. We are imagining a use for AI in supporting that service delivery. And we are doing all of this alongside the people who matter most—our partners, clients, families, and team—ensuring every change reflects real needs and drives lasting impact.

Michelle Peña Escobar

Child and Family Therapist, Individual and Family Services

On her journey to becoming a registered psychotherapist, Michelle found the support she needed at GH-CCMH to grow her career. She joined the Centre as a child and youth care practitioner (CYCP) in 2021, while working on a master's degree in counselling psychology at the same time.

Two years into her role as a CYCP, she completed an internship as a child and family therapist (CFT) and was offered a full-time CFT position upon graduating in 2024. She has also found the time to serve on the health and wellness committee.

“Working here means belonging to a culture with values that align with mine, namely, prioritizing well-being, delivering equitable mental health care, and honouring the need for professional development,” says Michelle. “I could not have completed this trajectory without the support of my clinical supervisor and our multidisciplinary team.”

