



# STRATEGIC PLAN 2025 IMPACT REPORT

**SickKids<sup>®</sup>** | Garry Hurvitz Centre for  
Community Mental Health



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# INTRODUCTION



The Garry Hurvitz Centre for Community Mental Health at SickKids (GH-CCMH) is pleased to share our Strategic Plan 2025 Impact Report. Guided by our vision, Enriching Health through Mental Health, our commitment over the past five years has been to deliver on six strategic directions: improve access to specialized services, champion a responsive mental health system, inform community care through research, enhance client experience through infrastructure, support staff through education and training, and advance mental health literacy.

As we conclude the work of our Strategic Plan 2025 and anticipate our next five-year plan coming in October 2025, we are proud of the difference we made to the quality and availability of our services.

We are grateful for the opportunities we had to collaborate with our colleagues at The Hospital for Sick Children (SickKids), the Centre for Addiction and Mental Health (CAMH) and in the community mental health sector to build a more responsive system of care. We are humbled by the commitment, resilience and compassion of our staff who brought their very best every day on behalf of the people we serve.

Just weeks after launching our 2025 plan, the world was confronted with the COVID-19 pandemic—an unprecedented global crisis that deeply affected health-care systems and the communities we serve. Our teams ensured all our clients were supported through virtual care and that 90 per cent of our in-person services remained fully

available even during periods of lockdown. Three full years of our 2025 plan took place during this remarkable and challenging time.

This report reflects that dedication and perseverance. It shows where our work had impact; it shows where we still have work to do. Thank you to our clients, participants, families, caregivers, partners, donors and staff: the connections we made with our clients, with each other and with our communities, the partnerships we built, even during challenging times, provided a strong foundation for the work of the next five years.

Please join us in looking back on the accomplishments of 2020-25 and in looking forward to the opportunities of Strategy 2030.



# STRATEGIC PLAN 2025: ENRICHING HEALTH THROUGH MENTAL HEALTH



## IMPROVE ACCESS TO SPECIALIZED CHILD AND YOUTH MENTAL HEALTH SERVICES

- Design transformative outreach models for equity-seeking communities
- Enhance access to intensive services to address complex needs
- Design pathways across community, hospital and primary care, embedding a health-equity lens
- Mobilize community expertise through co-design with clients and families in all that we do
- Advance equity of access through innovative use of data



## CHAMPION A RESPONSIVE MENTAL HEALTH SYSTEM FOR CHILDREN, YOUTH AND FAMILIES

- Engage with youth and clients to amplify their voices and impact
- Leverage our care, education and research activities to influence positive system change
- Collaborate with our partners to expand service capacity and quality across the sector
- Advocate for strategic investment in children's mental health



## LEVERAGE INFRASTRUCTURE TO IMPROVE OUR CLIENTS' EXPERIENCE

- Modernize our digital platforms to support virtual care, the client experience and measurement-based care
- Invest in our infrastructure to realize a vision of wholistic care
- Collaborate with the SickKids Foundation to advance a culture of philanthropy focused on community
- Ensure future sustainability through financial stewardship



## ENABLE STAFF EXCELLENCE THROUGH EDUCATION, TRAINING AND SUPPORT

- Champion equity, diversity and inclusion in all aspects of agency activity
- Build staff capacity and resilience through education, training and skills development
- Advance leadership capacity to support the changing needs of the agency
- Embed a culture of support, collaboration and respect



## INFORM COMMUNITY CARE THROUGH INNOVATIVE RESEARCH

- Evaluate innovative approaches to care delivery
- Build collaborative research models that reflect the communities we serve
- Maximize measurement-based, outcome-informed, decision-making



## OPTIMIZE MENTAL HEALTH LEARNING AND LITERACY

- Broaden the impact of early intervention outcomes by expanding community reach
- Amplify our academic mandate through enhanced supervision, training and scholarship
- Leverage the SickKids CCMH website to advance access and awareness of mental health tools, resources and information

OUR MISSION: ACHIEVE UNPRECEDENTED OUTCOMES IN CHILD AND YOUTH MENTAL HEALTH THROUGH COLLABORATIONS, INNOVATIONS AND PARTNERSHIPS

OUR VALUES: COMPASSION | INTEGRITY | COLLABORATION | INCLUSION | INNOVATION | EXCELLENCE





# IMPROVE ACCESS TO SPECIALIZED CHILD AND YOUTH MENTAL HEALTH SERVICES

## GH-CCMH 2025 STRATEGIC OBJECTIVES

- Design transformative outreach models for equity-seeking communities
- Enhance access to intensive services to address complex needs
- Design pathways across community, hospital and primary care, embedding a health-equity lens
- Mobilize community expertise through co-design with clients and families in all that we do
- Advance equity of access through innovative use of data



### Supporting our community

37% ↑

of our service recipients live in Toronto’s  
Neighbourhood Improvement Areas

FY24/25

### Wait for psychiatric consultation

51 ↓

is the average number of days from  
the date a referral is received until  
the client is seen by psychiatry

FY24/25

### Virtual care utilization

37%

of visits completed virtually

FY 22/23 to FY 24/25

### Languages spoken

28

different languages reported as primary  
language by service recipients

FY24/25

### Why is this important?

Toronto’s Neighbourhood Improvement Areas often face socio-economic challenges. By supporting these communities, GH-CCMH closes care gaps and promotes equitable access to high-quality mental health care.

### Why is this important?

Timely access to care ensures that mental health concerns are addressed early, and helping children and youth get the support they need when they need it most. This wait has decreased from 175 days in 2021/22.

### Why is this important?

When safe and appropriate, virtual care offers a convenient way for families to access services, supports seamless care at home, and helps improve overall access to care.

### Why is this important?

Supporting clients who speak languages other than English ensures equitable access, inclusivity, and culturally and linguistically appropriate care.





# IMPROVE ACCESS TO SPECIALIZED CHILD AND YOUTH MENTAL HEALTH SERVICES



## STRENGTHENED COMMUNITY-BASED, INTEGRATED CARE MODELS

- Resumed all in-person prevention and intensive services during COVID-19, restoring access to services that benefit from face-to-face connection.
- Expanded the Community Outreach Intervention Initiative (COII) to five communities, broadening early intervention reach.
- Enhanced flexible, community-integrated care options for youth with complex mental illness by opening two new day-treatment classrooms in intensive services and introducing a community team to support transitions and piloting a day-based treatment model.
- Integrated community and in-home treatment with day treatment program for a more coordinated continuum of care that improves family engagement.
- Streamlined access to psychiatric consultation, reducing wait times and improving diagnosis and treatment planning for complex cases. Psychiatric volumes increased by 110 per cent.
- Implemented a structured 12-session framework in individual and family services (our ambulatory care), standardizing care delivery to improve efficiency, outcome tracking and flow.
- Introduced dedicated case management resources to support families during wait periods.

## ENHANCED QUALITY OF CARE THROUGH TRAINING AND MULTIDISCIPLINARY SUPPORT

- Introduced a centralized practice lead team who support care aligned to specific client needs (e.g., CBT, DBT, family therapy, dual diagnosis).
- Delivered professional development training in the family healing model, dyadic developmental psychotherapy (DDP), cognitive behaviour therapy (CBT), attachment, regulation and competency (ARC), and dialectical behaviour therapy (DBT) to improve evidence-based care and strengthen staff skills.
- Introduced occupational therapists to expand multidisciplinary care.
- Delivered comprehensive training on Child and Adolescent Needs and Strengths (CANS), a new electronic health record system, risk assessment, and documentation to establish standardized, measurable processes that promote consistent, high-quality care and accurate data management.





# CHAMPION A RESPONSIVE MENTAL HEALTH SYSTEM FOR CHILDREN, YOUTH AND FAMILIES

## GH-CCMH 2025 STRATEGIC OBJECTIVES

- Engage with youth and clients to amplify their voices and impact
- Leverage our care, education and research activities to influence positive system change
- Collaborate with our partners to expand service capacity and quality across the sector
- Advocate for strategic investment in children's mental health



### Hospital to community transition

**257** ↑

clients transitioned from SickKids to community-based services at GH-CCMH

FYQ2 22/23 to Q4 FY24/25

### Client satisfaction

**100%**

of participants reported that their care needs were met by the program or service in Prevention and Early Intervention Services

FY24/25

### Attention to safety

**10** ↑

safety walkabouts completed by senior leadership

FY24/25

### Why is this important?

Increasing access to step-down care is essential for a safe and effective transition from hospital to community, helping to prevent readmissions and support ongoing recovery.

### Why is this important?

Understanding how our services are experienced by participants is essential to guiding our quality improvement efforts.

### Why is this important?

SickKids leadership walkabouts help identify potential hazards first-hand, foster open communication between staff and leadership about safety concerns, and demonstrate commitment to a safe work environment.





# CHAMPION A RESPONSIVE MENTAL HEALTH SYSTEM FOR CHILDREN, YOUTH AND FAMILIES



## EXPANDED SERVICE PATHWAYS FROM HOSPITAL TO COMMUNITY

- Strengthened collaboration with The Hospital for Sick Children (SickKids) to ensure safe, timely, and seamless transitions from hospital to community-based care.
- Powered by the Garry Hurvitz Foundation, our Mental Health Access Program built capacity to provide interim supports for children, youth, and families awaiting longer-term services.
- Developed the Arrell Family Mental Health Bridging Service which offers near-immediate access to a 12-session structured model for hospital-referred clients. Program evaluation shows statistically significant reductions in depression and behavioural concerns, and improvements in functioning, hope, and satisfaction.
- Bridged gap between discharge and ongoing care by providing dedicated caregiver support and brief, individualized case management.
- With support of The Slight Family, launched tri-agency (GH-CCMH, SickKids, Strides) Emergency Department (ED) Transition Service which ensures direct flow-through from the SickKids ED to follow-up care and has three clinicians coordinate efficient service connections for families.

## THRIVING MINDS – A NEW VISION FOR CHILD AND YOUTH MENTAL HEALTH

- Executed a Memorandum of Understanding with the Centre for Addiction and Mental Health (CAMH) and SickKids to create the Thriving Minds collaborative, strengthening cross-institutional collaboration to enhance mental health outcomes for children and youth.
- Designed substance use clinical pathways to improve transitions in care and service consistency across partner organizations.

## PRIORITIZED COMMUNITY PARTNERSHIPS AND ACCESS

- Participated in Help Ahead, Toronto's centralized intake for infant, child, youth and family mental health and well-being services, streamlining access and ensuring timely coordinated care across the community.
- Developed more partnerships with community health centres to expand reach and improve integrated care options in underserved neighborhoods.
- Nurtured and enhanced partnerships with Toronto Public Health, Caribbean African Canadian Social Services (CAFCAN), Toronto District School Board, University of Toronto, and le Centre francophone du Grand Toronto, to foster a broad network addressing diverse community needs and promoting holistic care.

## ENHANCED CULTURALLY SENSITIVE AND COLLABORATIVE CARE

- Introduced a family healing model in collaboration with Native Child and Family Services of Toronto (NCFST) to provide culturally sensitive care that addresses the unique needs of Indigenous families.
- Completed two-year demonstration project with City of Toronto, CAFCAN and the Macaulay Child Development Centre to develop and provide EarlyON programming for Black children and families.

## DEMONSTRATED SAFE, QUALITY CARE

- Achieved exemplary standing with first-ever Qmentum accreditation with Accreditation Canada, demonstrating a commitment to the highest standards of quality, safety, and organizational excellence.





# LEVERAGE INFRASTRUCTURE TO IMPROVE OUR CLIENTS' EXPERIENCE

## GH-CCMH 2025 STRATEGIC OBJECTIVES

- Modernize our digital platforms to support virtual care, the client experience and measurement-based care
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### Progress on electronic health record (EHR) Implementation

**50%**

of clinical processes met on implementation plan

FY22/23 Q4 to FY24/25 Q4

#### Why is this important?

GH-CCMH's EHR is a foundational tool to advance care, safety, and research

### Service recipient experience

**242** ↑

Client and Participant Experience Surveys completed

FY22/23 to FY24/25

#### Why is this important?

Feedback from clients and participants is important to improve care quality, address needs effectively, and enhance overall outcomes.

### Transformative gift

**\$50M**

donation received from the Garry Hurvitz Foundation for brain and mental health across The Hospital for Sick Children (SickKids) mental health enterprise

#### Why is this important?

This transformative gift has supported research, and innovations such as the development of hospital to community-based pathways and measurement-based care.





# LEVERAGE INFRASTRUCTURE TO IMPROVE OUR CLIENTS' EXPERIENCE



## ENHANCING ACCESS, EXPERIENCE, AND INCLUSION FOR CLIENTS AND FAMILIES

- Garry Hurvitz's transformational \$50 million gift to SickKids Foundation allowed for the expansion of vital mental health services. In his honour, we renamed our centre The Garry Hurvitz Centre for Community Mental Health.
- Established a centralized scheduling and registration team to streamline service navigation and reduce administrative barriers for families.
- Expanded virtual care capacity across programs, increasing flexibility and improving access for clients in diverse communities.
- Launched a new client experience survey to capture feedback and drive client- and caregiver-centred quality improvements.
- Created gender-neutral washrooms at both sites and a new washroom at Jarvis compliant with the Accessibility for Ontarians with Disabilities Act (AODA) to promote inclusive, affirming, and barrier-free environments for all clients and families.
- Opened a wellness room at each site to promote mental well-being for both staff and service recipients.

## STRENGTHENING ACCOUNTABILITY, ETHICS AND DATA-DRIVEN CARE

- Initiated the collection of client-reported outcome measures to support evidence-based, measurement-driven care and track progress over time.
- Introduced an ethics framework to guide staff in navigating complex decisions aligned with GH-CCMH values.
- Reviewed and relaunched the privacy policy suite and training to ensure compliance, transparency, and protection of personal health information.

## MODERNIZING INFRASTRUCTURE AND DIGITAL ENGAGEMENT

- Implemented the first-ever electronic health record at GH-CCMH to improve care coordination, clinical documentation, and data-informed service delivery.
- Installed ramp at Jarvis St. entrance to improve overall accessibility.
- Launched a new GH-CCMH website to improve digital access to services, information, and referrals for families and providers.
- Refurbished clinical service areas and enhanced soundproofing to support privacy, comfort, and dignity in psychiatric care settings.
- Transformed our onsite library into a vibrant hub for students.
- Installed a new roof at the Sheppard site.
- Developed a vision for our downtown site of a modern, flexible, culturally welcoming space integrated with a continuum of evidence-based child and youth mental health services; partnered with Minto Canada to launch a proposed future build at 114 Maitland Ave. and 110 Maitland Ave. to create this space.





# ENABLE STAFF EXCELLENCE THROUGH EDUCATION, TRAINING AND SUPPORT

## GH-CCMH 2025 STRATEGIC OBJECTIVES

- Champion equity, diversity and inclusion in all aspects of agency activity
- Build staff capacity and resilience through education, training and skills development
- Advance leadership capacity to support the changing needs of the agency
- Embed a culture of support, collaboration and respect



### Clinical competency building

9

training sessions provided to clinical staff in evidence-informed treatment modalities

FY24/25

### Employee engagement index

74% ↑

is the overall engagement score based on four questions in the employee engagement survey. This engagement index reflects the extent to which employees are motivated to work harder and care more

FY24/25

### Health and wellness events

12

health and wellness events hosted for GH-CCMH staff, learners and physicians

FY24/25

### EDI training rate

100%

completion rate of equity, diversity and inclusion training modules by staff

FY24/25

### Why is this important?

Training staff in evidence-informed models in child and youth mental health ensures effective, consistent, and ethical care that improves outcomes for children, youth, and families.

### Why is this important?

Employee engagement is an important factor to improving team performance. Receiving input and experiences from staff at GH-CCMH helps us make positive change, as indicated by this 2025 index increasing by six per cent from 2024.

### Why is this important?

Health and wellness events promote physical and mental well-being, reduce stress, and boost morale and job satisfaction.

### Why is this important?

Understanding equity, diversity, and inclusion is crucial for those providing mental health care to children and youth to ensure that care is culturally sensitive and respects everyone’s unique background.





# ENABLE STAFF EXCELLENCE THROUGH EDUCATION, TRAINING AND SUPPORT



## FOSTERING EQUITY, INCLUSION, AND CULTURALLY-SAFE CARE

- Established the Anti-Black Racism, Anti-Oppression, and Health Equity (ABRAOHE) Advisory to guide inclusive practices and inform organizational change.
- Launched safer and brave spaces statements to promote psychological safety and inclusion for clients and staff.
- Updated client-facing tools, including the Rights and Responsibilities document, to reflect equity-focused values and community expectations.
- Introduced a policy addressing discrimination toward staff by clients, reinforcing our commitment to respectful, safe environments for all.
- Implemented a smudging policy to support Indigenous cultural practices and promote culturally safe care.

## PROMOTING STAFF WELL-BEING AND PROFESSIONAL GROWTH

- Expanded our employee assistance program (EAP) offerings to strengthen mental health support and staff well-being.
- Provided de-escalation training to strengthen safety, leadership response, and staff readiness.
- Implemented a disconnecting from work policy to protect work-life balance and reduce burnout.
- Delivered a diverse calendar of wellness activities to support holistic staff engagement and morale.

## STRENGTHENING TALENT, LEADERSHIP, AND WORKFORCE PLANNING

- Completed a review of supervision model across clinical programs.
- Developed a training plan focused on identifying and enhancing core clinical competencies.
- Launched a new five-step compensation model to promote transparency, competitiveness, and equitable advancement.
- Developed a formal succession planning strategy to support leadership continuity and long-term organizational stability.
- Introduced diverse hiring panels and involved hiring committees earlier in the recruitment process to enhance decision-making and reduce bias.
- Expanded recruitment reach through job fairs at Toronto Metropolitan University and George Brown College, participation in networking events, and a partnership with SickKids to enhance LinkedIn recruitment tools.
- Implemented a comprehensive talent management strategy covering talent acquisition, skill development, performance, compensation, and career progression.
- Completed a comprehensive compensation review, aligning pay structures with market benchmarks and internal equity to support retention and fairness.
- Aligned employee skills and capabilities with organizational goals through job evaluations and workforce assessments.





# INFORM COMMUNITY CARE THROUGH INNOVATIVE RESEARCH

## GH-CCMH 2025 STRATEGIC OBJECTIVES

- Evaluate innovative approaches to care delivery
- Build collaborative research models that reflect the communities we serve
- Maximize measurement-based, outcome-informed, decision-making



### Outcome measurement

# 54

staff trained in Child and Adolescent Needs and Strengths (CANS) outcome measurement tool

FY24/25

### Research collaboration

# 6

staff trained in CARIBOU-2 (Care for Adolescents who Receive Information 'Bout Outcomes) pathways, a structured approach to treating depression in youth developed by our partners at the Centre for Addiction and Mental Health (CAMH)

FY24/25

### Why is this important?

Outcome measurement assesses the effectiveness of interventions, and guides treatment decisions.

### Why is this important?

Manualized models, like CARIBOU-2, provide evidence-based guidelines that help ensure consistent, effective, and measurable interventions across different practitioners and settings.





# INFORM COMMUNITY CARE THROUGH INNOVATIVE RESEARCH



## BUILDING THE REI DEPARTMENT

- Created the first-ever Research, Evaluation, and Innovation (REI) department at GH-CCMH.
- Recruited a full-time research scientist.
- Expanded the team with the addition of a research coordinator and a research assistant.

## ADVANCING RESEARCH COLLABORATIONS

- Facilitated research partnerships with CAMH, the University of Toronto, and SickKids to advance knowledge on effective mental health treatments for children and youth.
- Joined the CARIBOU-2 study to evaluate the effectiveness of the CARIBOU integrated treatment pathway in community-based mental health agencies for youth with depression.

## ENHANCING CLINICAL PRACTICE AND INNOVATION

- Introduced staff to manualized interventions and the use of Measurement-Based Care (MBC).
- Supported the development of a culture of program evaluation and evidence-informed care.
- Collaborated with clinical teams to implement an organization-wide system of measurement and evaluation.
- Launched the Child and Adolescent Needs and Strengths (CANS) tool.

## DRIVING PROGRAM EVALUATION AND DEVELOPMENT

- Evaluated the COVID-surge referral pathway from SickKids urgent care clinic to GH-CCMH, informing the development of future referral pathways.
- Assessed the impact of a new therapeutic model in intensive services for children.
- Conducted a needs assessment to inform the program redesign of intensive services for youth.





# OPTIMIZE MENTAL HEALTH LEARNING AND LITERACY

## GH-CCMH 2025 STRATEGIC OBJECTIVES

- Broaden the impact of early intervention outcomes by expanding community reach
- Amplify our academic mandate through enhanced supervision, training and scholarship
- Leverage the GH-CCMH website to advance access and awareness of mental health tools, resources and information



### Targeted prevention participants

653 ↑

service recipients participated in sessions, groups or workshops

FY24/25

### Why is this important?

Targeted prevention and early intervention in child and youth mental health promotes timely access to information for young people and families that can contribute to better long-term outcomes.

### Engaged through community outreach

9% ↑

of clients accessed counselling and therapy through our Community Outreach Intervention Initiative

FY24/25

### Why is this important?

Accessing mental health care through known community partners is important in building trust, reducing barriers to access, and encouraging active family involvement to build commitment to the treatment journey.





# OPTIMIZE MENTAL HEALTH LEARNING AND LITERACY



## EXPANSION OF PREVENTION AND EARLY INTERVENTION SERVICES

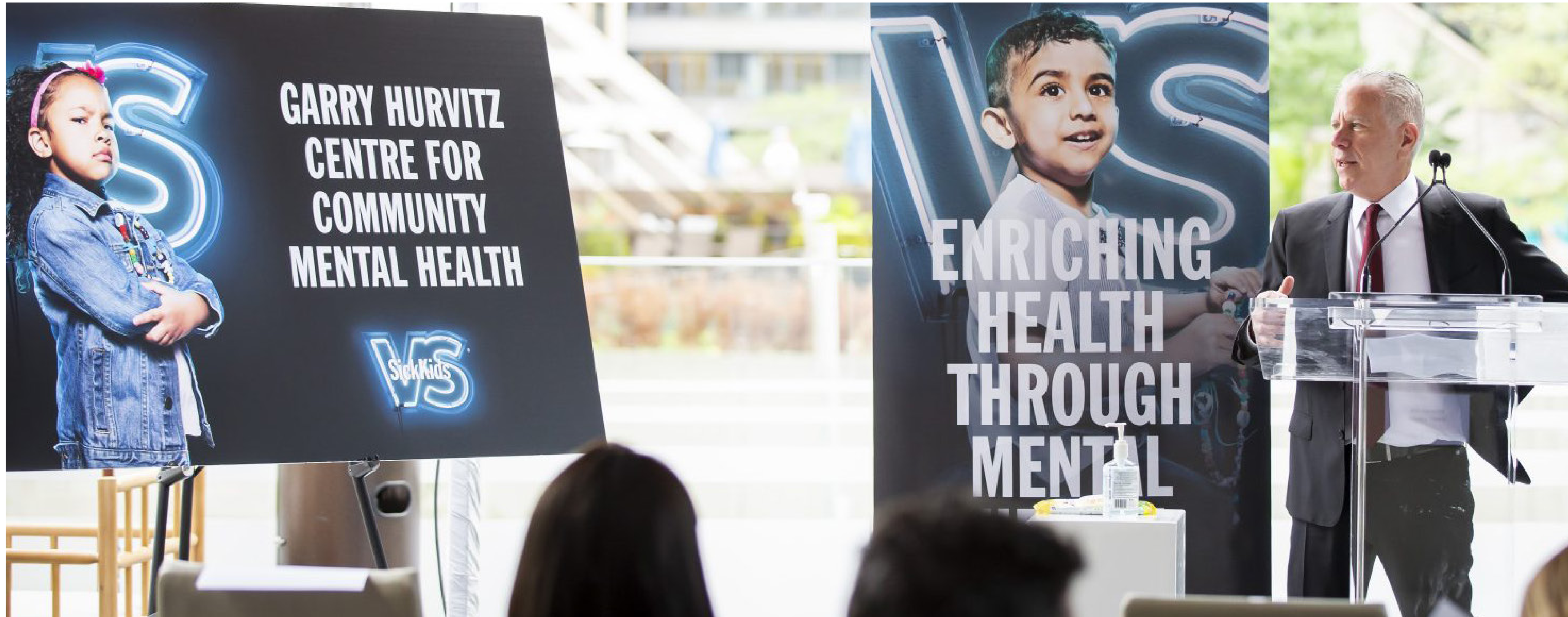
- Designed a comprehensive outreach model to guide future expansion and collaboration. An example of integrated care: families at North York Women's Shelter now access EarlyON programming, the Family Support Network, and Healthy Babies Healthy Children, reducing barriers and connecting families to wraparound supports.
- Extended community outreach and programming in priority neighbourhoods: St. James Town, Black Creek, Flemingdon Park, Thorncliffe Park, and Victoria Park.
- Deepened community partnerships with organizations such as: North York Women's Shelter, UnityHealth, Humber River Hospital, Big Brothers Big Sisters Toronto, Canadian Mental Health Association, Art City, Change Makers, and the North Western Toronto Ontario Health Team (OHT).
- Delivered on-demand workshops tailored for local partner organizations including: The Neighbourhood Group, Building Brighter Futures, EarlyON Centres, Toronto Parks and Recreation, St. James Town Community Corner, and The Neighbourhood Organization.
- Launched new and expanded programming: "Make Art Speak your Heart" (MASH) group, parent circle, baby group in Black Creek, and a second baby group in the Jane-Finch neighbourhood.
- Placed our 1645 Sheppard West EarlyON Centre on Google Maps, increasing visibility and community engagement.

## KNOWLEDGE MOBILIZATION AND SECTOR ENGAGEMENT

- Delivered two presentations at the 2024 Children's Mental Health Ontario (CMHO) Conference: "The Impact and Experience of Dyadic Developmental Psychotherapy in Intensive Services for Children" and "Finding that Missing Piece: How a Novel Approach to Community Partnership Improves Access and Reduces Barriers."
- Shared clinical learnings and community engagement strategies with sector partners, strengthening GH-CCMH's reputation as a leader in innovation and access.
- Supported professional learning across the child and youth mental health system, contributing to broader system improvement.



# THANK YOU



A large part of our success with our Strategic Plan 2020-2025 was thanks to the transformative donation from the Garry Hurvitz Foundation.  
Thank you for your generous support.