

The
Hincks-
Dellcrest
Centre

*A mental health treatment,
research, and teaching centre
for infants, children, youth,
and their families.*



Hope. Optimism. Possibilities.

Annual Report

2010-2011

Hope. Optimism. Possibilities.

In November 2010, Donna Duncan was selected by the Board as President and Chief Executive Officer of The Hincks-Dellcrest Centre. Donna took on this role after leading a nine-month transition review as Interim President & CEO. Donna's appointment represents an important step in advancing change that will create clearer pathways and improved access to services for children and families throughout Toronto. We look forward to working with Donna to ensure that the children and families we serve receive the mental health treatment services and supports they need, when and where they need them.

We are pleased to report on what has been an exciting year of change and opportunity, both within The Hincks-Dellcrest Centre and throughout the children's mental health sector in Ontario.

2010-2011 has been a year of milestones within The Hincks-Dellcrest Centre. Among our most important initiatives has been the renewal of our vision, mission, and values, as well as the development of a new strategic plan to guide our future. Informed by a variety of internal and external consultations and feedback, the end result is both an operational road map that will guide us in establishing priorities, and a means of communicating a unified vision of The Hincks-Dellcrest Centre for the next five years and beyond.

More than ever before, Hincks-Dellcrest is focused on areas where we are or can be leaders. We have begun to carefully analyze what we do, who we serve, and where our strengths are. A large part of this process also involves gaining a better understanding of what others do, and we are enhancing our relationships with other children's mental health agencies and other community partners to understand how our services align or could align with others. While we cannot do everything, making informed choices about areas of focus will result in clearer pathways and access to service for families.

The Hincks-Dellcrest Centre is made up of an exceptional and dedicated team of staff members. On an ongoing basis, we are implementing cutting-edge new approaches and methodologies that have a direct impact on children and families. Our professionals regularly present their work at conferences and in scientific journals, throughout Canada and internationally.

Partnership and collaboration are at the core of what we do and are striving to do better. This year, we have focused on partnerships within Hincks-Dellcrest and its programs, building on those successes to ensure that children and families have seamless access to our programs. We are also actively working to build bridges with other organizations.

The past year has been the beginning of a remarkable opportunity to define our future at a time when children's mental health is positioned to move to the foreground. We have begun the process of taking steps not only to transform The Hincks-Dellcrest Centre, but also to play a key role in transforming Ontario's children's mental health sector. Ultimately, we will help ensure that mental health services are available, whenever and wherever they are needed, and that children and families are able to realize the sense of hope, optimism and possibilities we seek to provide.



A handwritten signature in black ink, appearing to read 'Donna Duncan'.


Donna Duncan
President and CEO

A handwritten signature in black ink, appearing to read 'Calvin Younger'.

Calvin Younger
Board Chair

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*If there were no
Hincks-Dellcrest,
someone would
have to create it.*

*Dr. Paul Garfinkel, former psychiatry resident
at the C.M. Hincks Treatment Centre and
Founding President and CEO of CAMH*

Purpose.

One of The Hincks-Dellcrest Centre's most important initiatives in the past year was the renewal of our mission, vision, and values, and the development of a new strategic plan to guide our future. We look forward to working with these principles to provide children and families affected by mental health problems with hope, optimism, and possibilities.

Vision

To bring hope, optimism, and possibilities to the children and families we serve.

Mission

To be leaders in mental health care for children and their families by combining prevention, treatment, research, and education.

Values

- Believe in our kids, and know that it is a privilege to serve them and their families.
- Seek knowledge, learn, and teach every day.
- Embrace diversity.
- Be a great partner.
- Bring passion, energy, and excellence to everything we do.

Strategic Objectives

- Strive for service excellence by continuously developing and incorporating cutting-edge thinking, approaches, and methodologies into our care provision models.
- Focus in areas where we are or can be leaders.
- Develop a strong financial platform.
- Build an exceptional children's mental health organization that attracts, develops, excites, and retains exceptional people.
- Partner and collaborate with other service providers to build system capacity.

Prevention.

Connecting with the community

Prevention and early intervention programs work with children and families to support optimal mental health for all children, while ensuring that any issues or concerns are detected and addressed at an early stage.

Services include home visiting, groups for children and parents, support and education for parents, support for children, pamphlets and other information materials, mobile toy lending services, community presentations, and consultation to community caregivers.

The Hincks-Dellcrest Centre's prevention and early intervention activities include a number of local, national, and international programs, including Community Action Program for Children, Healthy Babies Healthy Children, Canada Prenatal Nutrition Program, Building Brighter Futures, Ontario Early Years Centres, Learning Through Play training, Parent Education Resource Development, The ABC's of Mental Health, and the "Shoulda Woulda Coulda" game of ethics.

Reaching youth in schools

The Hincks-Dellcrest Centre's peer mediation programs use conflict resolution principles to train students and peer mediators. These programs have contributed to the reduction of school-related violence and decreased student suspensions in one Toronto school by 90%, from 300 per year to only 30.

Helping children and families worldwide

The Learning Through Play International parent education program is helping children and families throughout Toronto, across Canada, and in more than 20 countries worldwide. Developed in collaboration with Toronto Public Health and other partner agencies, Learning Through Play materials are available in 30 languages. The program is even being used to help improve children's lives at refugee camps in Uganda and Ethiopia.

Children's mental health can affect everyone ...

Children's mental health problems can impact entire communities, with disruptive and often dangerous results. Mental health programs benefit not just children, but also their families, schools, and the communities in which they live.

"To see the results of your work every day, in children as young as newborns, and to see the difference we make in parents' lives by giving the opportunity to learn, experiment, and interact with their children, always motivates me. At the end of the day, a smile on a child's face is the most rewarding thing I can think of."

Ramani Jayakumar, Manager, York Centre Early Years Centre, Hincks-Dellcrest Centre's Sheppard site



Ramani Jayakumar



Early treatment offers the best results...

Most mental illness first appears in childhood or adolescence. Left untreated, mental health problems tend to grow worse as children age. Those who get help early benefit the most from treatment.

“If we get to these issues at an early stage, you can change lives. And I believe that Hincks-Dellcrest changes lives.”

Donna, former client

Treatment.

Helping children and families reach brighter futures

Tailored to each child's needs, treatment at The Hincks-Dellcrest Centre may involve psychiatrists, psychologists, social workers, child and youth workers, and early childhood educators.

The importance of family dynamics: Reflective Family Play revolutionizes work with young children

A therapy model developed by Dr. Diane Philipp, Child and Adolescent Psychiatrist, has the potential to revolutionize the way therapists work with children from birth to age four. Known as Reflective Family Play, this approach is unique in considering the entire family in a child's treatment.

Previously, there was no family therapy model that took into account the mutual impact that a young child and family have on each other – most family therapy methods focus on the interaction between one parent and one child. But family dynamics have an enormous impact on the outcome of a child, and Dr. Philipp stresses that a situation can appear completely different once viewed through the lens of the entire family. "Unless you consider the family dynamic, you really can't know what's going on," she says. "And the sum of the parts is not equal to the whole."

In addition to adding a new dimension to treating young children at The Hincks-Dellcrest Centre, the use of Reflective Family Play is expanding. Dr. Philipp has been asked to teach Reflective Family Play to mental health professionals in other provinces and internationally.

Towards a brighter future

The Hincks-Dellcrest Centre's Dovercourt Youth Home marked its 25th anniversary in January 2011. This residence serves youth who, under the Youth Criminal Justice Act, have an open-custody sentence or are being held on an open detention order. The vast majority of youth who offend have therapeutic needs. Each year, approximately 500 youth receive youth justice services.

Treatment Services Include:

- single session consultation
- brief family therapy
- longer-term family therapy
- group therapy
- individual therapy
- liaison with schools or other service providers
- intensive child and family support
- specialized psychological and psychiatric assessments and consultation
- outreach outpatient services to students of the Toronto District School Board, sometimes in collaboration with other community partners
- day treatment
- residential treatment



Dr. Diane Philipp

1 in 5 children suffers from a mental health problem...

But of those children, 4 out of 5 will not receive the help they need.

Research and Evaluation.

A commitment to continuous improvement

The Hincks-Dellcrest Centre ensures a continuous improvement in services by examining the causes of children's social and emotional problems while testing and evaluating new treatment methods. Research studies help build the knowledge base for the field of children's mental health and, through integration with service delivery, have an immediate impact on children and families with mental health problems.

"Handle with Care" expands to help parents and caregivers in more communities

In 2011, The Hincks-Dellcrest Centre received more than \$2.4 million to implement and test an adaptation of Handle with Care, a training program that aims to promote mental health in children 0 to 6 years. The adapted program was designed for parents and other caregivers in communities experiencing stresses related to family disruption, being a newcomer to Canada, or living in isolated or remote areas. The funding announcement, made by The Honourable Leona Aglukkaq, Minister of Health, took place at The Hincks-Dellcrest Centre.



The Hincks-Dellcrest Centre's Donna Duncan, President and CEO, and Dr. Nancy Cohen, Director of Research, with The Honourable Leona Aglukkaq, Minister of Health

Sharing expertise to help adopted children and families across the world

Dr. Nancy Cohen, The Hincks-Dellcrest Centre's Director of Research, has had a longstanding interest in adoption. Her research has led to programs that help adopted children and families as they forge new relationships, as well as support the professionals who work with them.

In Spring 2010, Nancy completed her third trip to Slovakia to present workshops about foster parenting and post-adoption adjustment. On this trip, Nancy also travelled to the Czech Republic for the first time, where she shared ideas to encourage the positive social-emotional development of the many infants and children living in orphanages.

Research activities...

not only lead to greater understanding of development and mental health, but can directly and meaningfully help children and families at the clinical level. Dr. Nancy Cohen



Education.

Preparing the next generation of mental health professionals

A community affiliate of the University of Toronto's Faculty of Medicine (Department of Psychiatry) and Faculty of Social Work, The Hincks-Dellcrest Centre has a long tradition of providing professional training placements in psychiatry, psychology, social work, child and youth work, early childhood education, and nursing. As a teaching centre, we are committed to ensuring that future clinicians are well equipped to provide excellent service in the field of children's mental health.

Panning for gold: Narrative Therapy taps into people's commitments and abilities to create hope, optimism, and possibilities

Jim Duvall, Director of Training at The Hincks-Dellcrest Centre – Gail Appel Institute, has a passion for Narrative Therapy.

With an emphasis on each person's unique knowledge, experiences, and abilities, Jim points out that Narrative Therapy is not only a model of therapy, but a philosophical belief. "We believe that people have the knowledge, abilities, commitments and dreams, whether or not they are aware of them, to move toward their preferred way of being," he says. "People are the experts on their own lives. Our job is to facilitate a process that reacquaints them with their hopes and preferences, while making it clearer what they need to know and do to move toward future possibilities."

Jim recently completed a research project in collaboration with University of Toronto, Faculty of Social Work entitled "Moment-to-moment change in narrative therapy" (Duvall, Beres, Chambon, and Mishna), the first qualitative research project to examine the effectiveness of Narrative Therapy. Jim is currently working on a second research project in collaboration with King's University College at the University of Western Ontario entitled, "Ethically Based Practice: Pivotal Moments in Narrative Therapy".

In demand to teach Narrative Therapy to psychiatrists, psychologists, and social workers across Canada and internationally, Jim recently co-authored the first evidence-based book on this therapy model, *Innovations in Narrative Therapy: Connecting Practice, Training, and Research* (Duvall & Beres, 2011).

"It's moving and inspiring to witness people as they change and experience an increased sense of personal agency as a result of the Narrative Therapy process," Jim says. "Ultimately, they can more fully inhabit their lives."



Jim Duvall

The Hincks-Dellcrest Centre – Gail Appel Institute

Our Institute was established in 1986 to help improve mental health care for children by providing advanced training, research, and community consultation. More than 3,000 mental health and human services clinicians and managers receive training annually.



"Completing the social work fellowship at The Hincks-Dellcrest Centre has been an experience like no other. The exposure to true experts in children's mental health, in a supportive teaching environment, propels you forward in the field and provides a unique advantage clinically and professionally. The Hincks-Dellcrest Centre holds a special position as the only centre to provide such a fellowship opportunity."

Adina Herbert
Former Social Work Fellow

Partnerships.

Partnering and collaborating

The Hincks-Dellcrest Centre and Child Development Institute align services for kids under 12

The Hincks-Dellcrest Centre and Child Development Institute, a Toronto-based organization providing child development, early intervention, and family violence services for children and their families, have formally agreed to work together to align services and supports for children under 12. We embrace this initiative as an opportunity to create a new standard of collaboration within our sector that will serve children and families more effectively than ever before.

Suicide prevention training program equips staff with crucial skills

A training program spearheaded by The Hincks-Dellcrest Centre has the potential to save lives by teaching staff to deal with youth at risk for suicidal behaviour.

The program was developed in partnership with the University of Ontario Institute of Technology, Ontario Ministry of Children and Youth Services (Youth Justice Services), East Metro Youth Services, Fernie House, Marjorie Amos House, and Turning Point Youth Services. The training consists of a DVD containing various scenarios involving youth who are potentially suicidal. By choosing which course of action to take and learning about the consequences of each choice, users learn to better assess and interact with young people who are at risk for suicide.

"Suicide is the second leading cause of death among Canadian youth, and kids who come to a youth justice facility are at particularly high risk," according to Dr. Robin Foster, a consulting psychologist to The Hincks-Dellcrest Centre's Dovercourt Youth Home who played a key role in developing the training module. "There is an enormous need throughout the system for this type of training."

Web-based simulation training has various advantages over traditional live training, including cost effectiveness, immediate and ongoing availability, and the option to select different choices for the most effective hands-on learning.

Laurine Martyn, The Hincks-Dellcrest Centre's Director of Residential Services, championed the project as a tool that could help all types of organizations that work with youth. "Decisions about how to interact with a young person who may be suicidal are critical and need to be instantaneous," she says. "By helping staff consider the best choices in advance, this training may ultimately save young people's lives."



Partnering to build clearer pathways...

In keeping with our goal to improve access for children and families who require access to mental health services, The Hincks-Dellcrest Centre has formed partnerships with other children's mental health agencies, hospitals, schools, school boards, and many other groups in the community.

Financial Snapshot.

Year ended March 31, 2011

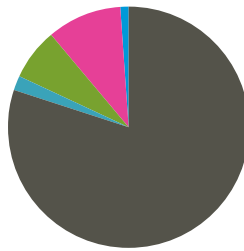
REVENUE

Government funding	\$ 14,379,239
United Way	\$ 301,082
Grants and donations	\$ 1,351,675
Recoveries/other	\$ 1,719,957
Investment income	\$ \$68,161
	\$ 17,820,114

Expenses exceeded revenues for the fiscal year ended March 31, 2011, related to restricted fund expenditures for Special Projects, of which funding had been received in prior years.

For a copy of The Hincks-Dellcrest Centre's audited financial statements, please visit www.hincksdellcrest.org or call (416) 924-1164, ext. 3244.

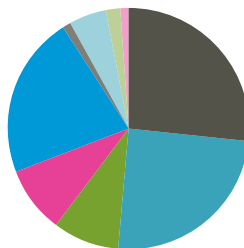
- 81% Government Funding
- 2% United Way
- 7% Grants and Donations
- 10% Recoveries/Other
- 0% Investment Income



EXPENSES

Residential services	\$ 4,956,410
Non residential services	\$ 4,597,091
Community support	\$ 1,596,771
Open custody services -Phase II	\$ 1,677,419
Special projects	\$ 4,073,285
Fundraising	\$ 124,670
Administration	\$ 1,014,870
Amortization	\$ 306,773
Renovation and building/other	\$ 61,439
	\$ 18,408,728

- 27% Residential Services
- 25% Non-Residential Services
- 9% Community Support
- 9% Open Custody Services - Phase II
- 22% Special Projects
- 1% Fundraising
- 5% Administration
- 2% Amortization
- 0% Renovation and Building/Other



Events and Achievements.

Cutting-edge thinking, approaches, and methodologies

Dr. Irene Bevc (Program Director, Program Evaluation Services), with David Day, Dr. Thierry Duschene, Jeffrey Rosenthal, Ye Sun, and Ashley Ward, published “A long-term follow-up of the criminal activity of two subsamples of offenders” in the *Canadian Journal of Criminology and Criminal Justice*.

Dr. Art Caspary, Head of Psychology at The Hincks-Dellcrest Centre and a faculty member of the Departments of Psychology and Psychiatry at the University of Toronto, received the 2010 Harvey Brooker Award for Excellence in Clinical Teaching. Presented by the Ontario Psychological Association, the award recognizes not only skills and knowledge as a clinician and teacher, but commitment to training, emphasis on clinical supervision, and enthusiasm in providing mentorship guidance to students.

Dr. Nancy Cohen (Director of Research), Sally Doulis (Psychoanalytic Child Therapist), Dr. Diane Philipp (Child and Adolescent Psychiatrist), Elizabeth Tutters (Child, Adolescent & Adult Psychoanalyst, Infant and Preschool Team Leader), and Susan Yabsley (Psychology Training Leader and Head of Infancy Training) presented workshops at the World Association for Infant Mental Health (WAIMH) 12th World Congress in Leipzig, Germany (July 2010).

Dr. Carole Sinclair (Director of Treatment Services) presented two papers, “The history of the concept of social justice in professional ethics” and “Using the *Universal Declaration of Ethical Principles for Psychologists* in ethical decision making,” at the 27th International Congress of Applied Psychology (Melbourne, Australia, July 2010).

Alfredo Tinajero (Research Associate) presented a paper, “The EDI as a macro-population measure of early human development in Latin America and the Caribbean”, at the Equity From the Start: 10 Years of the EDI and Beyond International Conference in Hamilton, Ontario (June 2010).

Elizabeth Tutters and Yvon Gauthier (Past President of WAIMH) co-edited a special edition of the *Infant Mental Health Journal*, “The Practice of Clinical Infant Mental Health”.



Dr. Marshall Korenblum

Australia exchange targets youth depression and suicide

Dr. Marshall Korenblum, The Hincks-Dellcrest Centre's Psychiatrist-in-Chief, was chosen by the Rotary Club's Group Study Exchange / Vocational Training Program for a one-month trip to Sydney, Australia in October 2010.

Dr. Korenblum, with more than 30 years of experience as a child and adolescent psychiatrist, was part of a five-member team of Ontarians who work with children and youth. Canadian delegates met with their Australian counterparts to exchange ideas and best practices about the assessment and treatment of depression and suicide in young people. While Dr. Korenblum was in Sydney, an Australian team visited Toronto to learn more about the work done by The Hincks-Dellcrest Centre.

“The Hincks-Dellcrest Centre is a centre of expertise that Canadians can be proud of.”

Barbara Stymiest, former Dellcrest Children's Centre Board Chair

The Hincks-Dellcrest Foundation.

Raising funds and awareness

The Hincks-Dellcrest Foundation is the active fund development arm of The Hincks-Dellcrest Centre. Established in 1998, The Foundation provides financial support beyond funding provided by government sources for core client services. It focuses on fundraising for innovative service, research, and education projects, many of which go on to become government-supported programs once established.


The Foundation raises private funding from sources including foundation grants, corporate and individual donations, and bequest gifts. Each one of our supporters plays a key role in ensuring the success of the Foundation's work. We are grateful to all of our supporters for their generosity in helping children and families.

The Hincks-Dellcrest Foundation's two signature event fundraisers are the Raise a Child's Smile gala and One Night Stand: Take a Stand for Children's Mental Health.



Treating children's mental health problems now will save money later....

For every dollar spent on mental health in early childhood, approximately seven dollars are saved in future social and health care related costs.

A young child with curly hair, wearing a green sweater, is smiling joyfully while sitting in a colorful play structure. The child is the central focus of the image, with their face and upper body visible. The play structure has bright orange and red sections. The background is slightly blurred, showing a sandy area.

We believe in the potential of the children we serve ...

We're excited about their future, and ours. And with passion and commitment to a better tomorrow, we will assist children and youth to live better, happier, and more productive lives.

Leadership.

Board of Directors

Calvin Younger (Chair)
Bryan Baker
Shaun Darchiville
Jack Darville

Howard J. Kaufman
Agnes Kazakos
Susan Kee
Hugh McKee

Cheryl McGrath
Ian C. Smith
Dr. Jean Wittenberg
John Wright

Senior Management

Donna Duncan
President and CEO
Marshall Korenblum
Psychiatrist-in-Chief
Carole Sinclair
*Director, Treatment Services &
Quality Management*

Andrew Reesor-McDowell
*Director, Institute &
Centralized Services*
Nancy Cohen
Director, Research
Laurine Martyn
Director, Residential Services

Annabel Bassin
*Director, Development
& Communications*
Annabelle Rocha
Chief Financial Officer
Mary Pomanti
Director, Human Resources

As of March 31, 2011

Because of Hincks-Dellcrest...

my daughter's smile and laughter has returned.

Kym, mother of 3-year-old former client

The Hincks-Dellcrest team: Committed to children and families

The Hincks-Dellcrest Centre is made up of approximately 375 full-time and part-time staff members, students, trainees, and volunteers. Our team is dedicated to the work of Hincks-Dellcrest and children's mental health. More than half our employees have been with the Centre for over a decade; one-quarter have contributed more than 20 years of service.

The Hincks- Dellcrest Centre

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Fax: (416) 924-8208

The Hincks-Dellcrest Centre
Gail Appel Institute
114 Maitland Street
Toronto, ON M4Y 1E1
Phone: (416) 972-1935
Fax: (416) 924-9170

info@hincksdellcrest.org



To make a donation

To support children's mental health and the work of The Hincks-Dellcrest Centre, please contact Annabel Bassin at abassin@hincksdellcrest.org or (416) 924-1164, ext. 3343.

To volunteer

To inquire about volunteer opportunities at The Hincks-Dellcrest Centre, please contact Sue Lam at slam@hincksdellcrest.org or (416) 633-0515, ext. 111.



United Way
Member Agency