

The  
Hincks-  
Dellcrest  
Centre.

*A children's mental health  
treatment, research,  
and teaching centre*

# Strategic Plan 2011 to 2016

*Hope. Optimism. Possibilities.*

## Introduction

This is an important time in the history of the children's mental health sector in Canada. On the one hand, children's mental health truly is coming out of the shadows. On the other hand, the need for children's mental health services continues to grow and become more complex – in part because of the breakthroughs in the reduction of stigma.

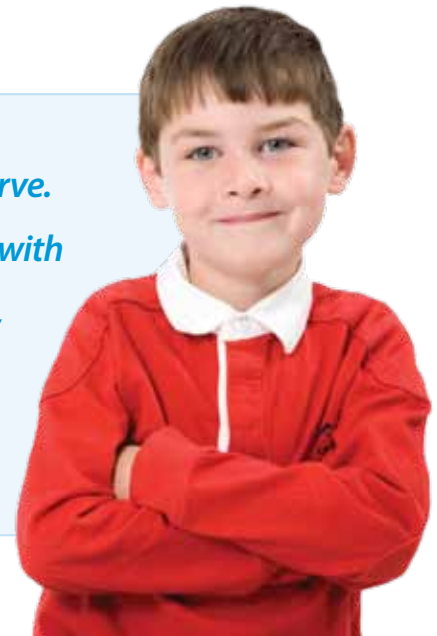
This strategic plan is designed to ensure that Hincks-Dellcrest helps meet that need, and is an active participant in the renewal and transformation of the children's mental health system in Canada.



We have a proud and important history. The Hincks-Dellcrest Centre was originally built from two extraordinary children’s mental health centres – the C.M. Hincks Treatment Centre and the Dellcrest Children’s Centre. In 1998, the two organizations came together to form The Hincks-Dellcrest Centre. Today, The Hincks-Dellcrest Centre helps more than 8,000 children and families each year through a variety of prevention, early intervention, outpatient, and residential treatment programs.

Drawing on our rich heritage as an influential multidisciplinary children’s mental health care provider, we are proud to present our 2011 to 2016 strategic plan. This document will help set the future direction of our organization.

***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.***



# Vision, Mission & Values

Hincks-Dellcrest is a children's mental health treatment, research and teaching centre.

The organization's staff and Board members have worked to create key statements that capture the future vision and aspirations of the organization.

The new statements reflect input received from a staff survey and consultation sessions, which were designed to gain additional context to help shape the new vision, mission and values statements and strategic objectives and priorities.

These new statements are what Hincks-Dellcrest is all about.

## Our Vision

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

## Our Mission

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

## Our 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.

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# Our Strategic Objectives

Our strategic objectives define the areas of focus that contribute to the achievement of our mission and vision, within the broader context of our environment.

The five strategic objectives we are focused on achieving are:

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



## Our Strategic Objectives *continued*

### **1. Strive for service excellence by continuously developing and incorporating cutting-edge thinking, approaches and methodologies into our care provision models.**

This strategic objective is about research and development, improving our approaches to care, and the spirit of continuous improvement. It builds upon the academic health science heritage of the organization, and challenges us to think not only about how we can deliver better care to the children and youth that we serve, but also how we can enhance the care delivery methodologies of the entire sector. The research-oriented work within this strategic objective will link closely to the teaching and education work captured in the fifth strategic objective.

### **2. Focus in areas where we are or can be leaders.**

This strategic objective is about ongoing choices regarding policy and programming, and the management of our strategic plan implementation itself.

Priorities undertaken within this strategic objective

will continue to sharpen and focus the work of

The Hincks-Dellcrest Centre within the context of:

- Mental health of children and youth;
- Focused on treatment using a multidisciplinary model; and
- Incorporating a health sciences centre approach to education.



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### ***3. Develop a strong financial platform.***

This strategic objective is about ensuring that the organization has the stable funding and financial resources required to deliver successfully for our kids and our community. From governments to community agencies and private donors, funding organizations face constraints of their own, and quite rightly are demanding higher levels of accountability and measurement of impact.

### ***4. Build an exceptional children's mental health organization that attracts, develops, excites and retains exceptional people.***

This strategic objective is about ensuring that we build upon our strength in human resources. That means enhancing the reputation that we already have in the community, ensuring that we have a unified, single culture focused on living the values of our organization, and working to renew and replace our buildings and infrastructure.

### ***5. Partner and collaborate with other service providers to build system capacity.***

This strategic objective is about growing in areas where we can fill gaps, establishing shared services with other organizations across the system, and expanding our teaching and educational programs to meet future needs. Either explicitly or implicitly, a key benefit that will flow from the work related to this strategic objective will be the identification of clearer pathways for children and their families to follow in order to get the most appropriate care to meet their needs.

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Dellcrest  
Centre.



440 Jarvis Street, Toronto, Ontario, M4Y 2H4 • Telephone: (416) 924-1164 • Fax: (416) 924-8208  
1645 Sheppard Avenue West, North York, Ontario, M3M 2X4 • Telephone: (416) 633-0515 • Fax: (416) 633-7141

[www.hincksdellcrest.org](http://www.hincksdellcrest.org) • [info@hincksdellcrest.org](mailto:info@hincksdellcrest.org)