



The Hincks- Dellcrest Centre

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

Transforming our services for children and families

2014 – 15 ANNUAL REPORT

Transformation in real time

Dear Friends,

The word transformation has significant meaning. It often signals thorough, dramatic, positive change, and points to new beginnings.

For Hincks-Dellcrest, transformation began five years ago with the development of our 2011-2016 strategic plan. At that time, we created a vision to bring hope, optimism, and possibilities to the children and families we serve, and challenged ourselves to become a leader in children's mental health. Now, as we head into the last year of this plan, our vision is becoming a reality in more ways than ever before. Transformation is taking place in real time.

Since 2011, we have renewed our commitment to service excellence and improved outcomes, defined our service areas of focus, strengthened our financial position, invested in the professional development and active engagement of our staff, and entered into a number of innovative partnerships with other institutional and community service providers to enhance and expand system capacity.

Our partnerships with like-minded organizations such as the Centre for Addiction and Mental Health, the Hospital for Sick Children, Turning Point Youth Services, the Child Development Institute, Oolagen, Centre Francophone de Toronto, and the Sashbear Foundation have enabled Hincks Dellcrest to pioneer new initiatives related to youth justice, emergency pathways, telepsychiatry,

in-home treatment, French language and walk-in services, and family support.

Our clinical transformation initiative is at the heart of the advancements we have achieved to date. Anchored by strong, evidenced-informed practice, our new service model improves the flow of clients and families into and through our services along a continuum of care that now includes enhanced family supports.

This year's Annual Report showcases the work of our staff "dream teams" to develop new frameworks for service delivery, establish improved clinical pathways, and expand services for children first seen in hospital emergency departments; for 6-12 year old children previously served in a residential setting; and for young offenders with mental health challenges.

Our accomplishments have been driven by the expertise and enthusiasm of Hincks-Dellcrest employees who, in addition to family members and other expert service providers, have had a substantial hand in redefining the services we provide, creating an entire menu of new, more efficient and effective treatment options to meet the increasingly complex mental health needs of children, youth and families.

Implementing these changes has energized the organization and resulted in improved access to care and enhanced service delivery.

To ensure that the quality of our services continues to evolve, we have continued to expand the role of our Quality Assurance Committee of the Board and staff leadership role to support continuous quality improvement, compliance and risk management, as well as critical accreditation processes. These developments have enabled us to re-imagine service excellence and how we can better meet the needs of the kids and families we serve.

Over the past year, we made significant investments in determining how we can better support and develop our exceptional staff to ensure that they remain at the top of their game. We enhanced our educational offerings for staff, and partnered with the Centre for Addiction and Mental Health to provide specialized training in Dialectical Behavioural Therapy (DBT).

The high calibre of our staff was acknowledged last year when not one, but two of our child and youth workers were recognized with Krista Sepp Awards.

Our efforts to build system capacity continued last year through our research and educational affiliate, the Gail Appel Institute. The Institute forged new and innovative partnerships with the Canadian Mental Health Association (Ontario), Young People's Theatre, The Sashbear Foundation and Right to Play to develop and deliver advanced learning opportunities for practicing professionals as well as educational programs for the general public.

Another key strategic objective for Hincks-Dellcrest has been to develop a strong financial platform for the future. Guided by our new vision for clinical service, we made operational and structural changes in 2014-15 to ensure our financial sustainability after years of significant financial constraint within the children's mental health sector. We are now well positioned to deliver a balanced budget in 2015-16 while continuing to advance our clinical transformation. Though this process featured periods of uncertainty and difficult change, it has resulted in a stronger, even more resilient organization.

With a renewed and strengthened clinical and fiscal foundation, the wise counsel of our Board, and the generous support of our Foundation, Hincks-Dellcrest can be the catalyst for broader change in the youth mental health sector.

Together, we can continue to demonstrate what can be achieved through a collective vision of hope, optimism and possibility.

Sincerely,



Ian Smith
Chair, Board of
Directors



Donna Duncan
President and CEO

EXPANDING EXPERTISE AND RESEARCH CAPACITY:

CAMH Collaboration



LAST YEAR, HINCKS-DELLCREST COLLABORATED WITH THE CENTRE FOR ADDICTION AND MENTAL HEALTH (CAMH) ON TWO EXCITING PROJECTS THAT ILLUSTRATE THE POWER OF WORKING TOGETHER.

Dialectical Behavioural Therapy

As part of Hincks-Dellcrest's ongoing commitment to implementing best practices and enhancing staff skill sets, we undertook an initiative aimed at implementing Dialectical Behaviour Therapy (DBT)-informed service delivery and skill building. DBT is a therapy designed to help people change unhealthy patterns of behaviour, such as self-harm and suicidal thinking; it has an evidence base associated with improved outcomes for a number of mental health symptoms.

With the support of the Hincks-Dellcrest Foundation, we were able to sponsor seven Hincks-Dellcrest clinicians to complete a three-month online DBT training program provided by the U.S.-based Behavioral Tech, LLC. The online course is aimed at training

front-line staff in DBT competencies, including understanding how skill training fits into the comprehensive treatment of DBT, leading the teaching of Core Mindfulness Skills™, and teaching emotion regulation skills.

Concurrently with the online training, the team participated in four months of weekly on-site DBT service with a staff psychiatrist in the Borderline Personality Disorder (BPD) Clinic at CAMH, who was co-running a weekly DBT group for our city residential program clients. The training team observed each session, followed by debriefings on the techniques and strategies employed, to support the theoretical knowledge base from the online training.

Additionally, a small group of staff from the city residential program, whose clients were involved in the on-site service, participated in a staff study for DBT-informed skills facilitated by a social worker and teacher trained in DBT through the CAMH Family Connections program. This study group learned about the philosophy and curriculum being implemented in the on-site service, and also participated in an evaluative pre- and post-



study to determine the impact of the training and delivery of DBT-informed services. The measures also assess burnout risk associated with implementation of these services.

Training and capacity building in DBT-informed service is a critical component of clinical transformation as it supports the continuous quality enhancement of our services and enables us to continue to strengthen our inter-disciplinary staff skills and competencies.

Pharmacogenetic testing for medication efficacy

Building on the knowledge that genetic variations amongst individuals can impact responses to various psychiatric medications, Hincks-Dellcrest and CAMH established an agreement to enable children over the age of seven receiving care at Hincks-Dellcrest to participate in a study led by Dr. James Kennedy at CAMH called the IMPACT (Individualized Medicine: Pharmacogenetic Assessment and Clinical Treatment) trial. Enzymes found in the liver are responsible for breaking down most medications. In this

study, genetic testing is used to determine the specific forms of liver enzymes carried, as well as other genes related to medication action. To determine the type of liver enzymes an individual carries, a small sample of saliva is obtained non-invasively, from which DNA is extracted for testing.

Testing of the liver enzymes and other genes provides information as to how quickly the individual tested will be able to metabolize certain antidepressant and antipsychotic medications, whether an individual might need a different dose than others, and the likelihood of experiencing side effects. Test results may be helpful when trying to find the best possible dose of a medication or choosing a new medication for mental health treatment, minimizing the discomfort and time associated with prolonged trial and error testing of medications and dosages.

TRANSFORMATION DREAM TEAMS

Created out of a series of organization-wide town hall meetings and brainstorming sessions, five staff-led “dream teams” collaborated across disciplines, programs and services at Hincks-Dellcrest to develop strategies for improving quality, access and service pathways for the children and families whom we serve. These teams focussed on five key domains:

- Access, intake and triage;
- Inter-disciplinary practice;
- Integration of research, training and evaluation into the clinical model;
- Pathways and transitions; and
- Outreach and education.

The teams made significant contributions, including the development of a comprehensive and validated service menu, identification of best practice competency frameworks for inter-disciplinary service, and standardization of transition documentation.

This work informed the design and implementation of our three anchor projects in 2014-15: the Youth Justice Mobile Clinical Team, the In-home Intensive Treatment Team, and the Emergency Department Pathways collaboration.



DIRECTREE

Another key contribution of the dream teams was the design and roll-out of a comprehensive questionnaire aimed at assessing the expertise and experience of each staff member at Hincks-Dellcrest. The “DirecTree” is the result of this internal census and planning is underway to upload the content to a searchable database that can be used to quickly identify staff members with specific skill sets that may be required for a particular child and/or family receiving service at Hincks-Dellcrest. Examples of such skills include language competencies, expertise with specific clinical modalities, and technical capabilities.

DIVERSITY AND INCLUSION LEADERSHIP COUNCIL (DILC)

Diversity exists on many levels at Hincks-Dellcrest and is something to be enormously proud of. The DILC continued to engage the Hincks-Dellcrest community through an ongoing inclusion strategy and participating in events such as WorldPride Toronto 2014.

What a difference a year makes...

CHANGE DOESN'T ALWAYS HAPPEN QUICKLY.
UNLESS YOU'RE HINCKS-DELLCREST.

In keeping with our strategic plan, employees throughout the organization have worked tirelessly over the past year to transform our clinical services to improve both access to care and care pathways for children and families with complex mental health service needs in Toronto.

"It's been a very busy year for us," says Roxana Sultan, Vice President, Clinical Transformation. "I'm amazed by how much we were able to do."

Informed by the ideas, outputs and recommendations of Centre staff and other key stakeholders—and with the generous support of our strategic partners, as well as the Gail Appel Institute and the Hincks-Dellcrest Foundation—we made 2014-15 a year of action.

We implemented three exciting new clinical service initiatives last year: the Youth Justice Mobile Clinical Team, the In-Home Intensive Treatment Team, and the Emergency Department Pathways project.

Youth Justice Mobile Clinical Team

Until the fall, 2013, Hincks-Dellcrest operated a residential site for young offenders with mental health challenges. Recognizing the increasingly complex needs of this population, as well as the deteriorating condition of the residential property in which this service was provided, it was clear that a new approach was required.

To continue to provide mental health support for young people involved with the justice system, we partnered with Turning Point Youth Services. By doing so, we were able to accommodate these young people in a number of safer, more appropriate facilities, and to assemble a mobile, inter-professional youth justice clinical team to provide treatment and consultation support to Turning Point sites and other open-custody/ open detention youth justice programs across Toronto. As a result of this change, we can support the clinical needs of these clients better, and more safely, as they manage their way in the justice system.

In-Home Intensive Treatment Team

As a part of our clinical transformation consultations with staff, clients and families, sector partners, and other external stakeholders, we identified the need to re-think our residential treatment program for 6-12 year old children. Over the past year, with the support of the Ontario Ministry of Children and Youth Services, we were able to transition our Weston Road residential treatment program to an intensive in-home treatment program.

Extensive staff training was provided by the Gail Appel Institute to prepare staff for this significant change in practice, and to ensure that they felt equipped, capable and comfortable to treat clients and families in their homes.

The transition was based on the literature which suggests that most latency-aged children are better served using a non-residential model of care, with a focus on delivering mental health and family support services in a home and community context. With an increased focus on treatment for children with more complex mental health needs, our new in-home service provides child- and family-focused care that takes into account environmental and contextual factors that impact a child's mental health and well-being. The model leverages the excellent inter-disciplinary skill sets that we, at Hincks-Dellcrest, are able to provide to children with complex needs. This new model

not only enables us to serve these children and families more effectively, it also improves client flow and service integration with other programs offered by Hincks-Dellcrest and other service providers.

Having expanded from a nine bed, longer-term residential service to a mobile, in-home intensive service, we have been able to improve access to care for this population, serving an average of 30-40 children and families per year compared to only nine clients previously, thus expanding our service footprint.

We have been working closely with our partners at Centralized Access to Residential Services (CARS) and the Child Development Institute (CDI) to triage children from across Toronto into our in-home service, in order to facilitate coordinated access to this level of care. We continue to work with our sector partners to share knowledge and support continuous quality improvement in the delivery of intensive in-home support for children in the 6-12 year age range.

Emergency Department Pathways

In response to the sharp increase in emergency department visits by youth with mental health challenges, the Toronto Central Local Health Integration Network (TCLHIN) led a city-wide initiative aimed at implementing a new care pathway to support improved transitioning from emergency rooms to the community, for children and youth with

mental health needs. The new care model is based on a comprehensive model designed by the Provincial Council for Maternal and Child Health. Hincks-Dellcrest entered into a partnership with Toronto East General Hospital and the Hospital for Sick Children to develop pathways to complex and continuing care in the community for children and youth first seen in hospital emergency departments.

Creating these pathways required a number of complex steps, including the implementation of uniform mental health screening tools in the emergency department, and an objective assessment of community-based services across Toronto.

To address the influx of referrals from these pathways, Hincks-Dellcrest expanded its inter-disciplinary brief services program to support families after intake as they wait for more intensive services.

“We’re able to provide these families with some of the support that they need following the acute episode,” says Sultan. “Brief service certainly isn’t the complete answer, but it provides families with a bridge to our more comprehensive and longer term options.”

While these three projects are representative of the substantial service changes taking place at Hincks-Dellcrest, continuous quality improvement remains a key focus throughout the Centre.

“When you think about how far we were able to get, it’s great, but it’s not sustainable in the long run,” says Sultan. “If the system is to truly reform, it needs to be better funded “as a whole.”

Until then, Hincks-Dellcrest’s clinical transformation clearly demonstrates that broader system change is possible through innovation, staff engagement and sector collaboration.

Looking forward, Hincks-Dellcrest will continue to harness the energy and creativity of its staff to implement change where it can. In the year ahead, we are aiming to improve coordination of our intake and assessment services, continue to train and enhance the skills of our inter-disciplinary teams, and integrate our programs to support better transitions into and through our services, and into after care. This will require ongoing engagement and collaboration with our sector partners, including the government and the families we serve.

We look forward to implementing other exciting new developments in 2015-16, to better support children and families with complex mental health service needs in Toronto.



Focus on the family:

HINCKS-DELLCREST'S IN-HOME TREATMENT PROGRAM

JASMINE STEWART, AGE 7, BOUNCES DOWN THE STAIRS EAGER TO SHOW OFF HER “CALM DOWN” BOX. ADORNED WITH DRAWINGS, STICKERS, AND SPARKLES, THE INSIDE IS PACKED WITH SOME OF JASMINE'S FAVOURITE ACTIVITIES – COLOURING, DRAWING AND CRAFT SUPPLIES.

“When she gets angry she goes to the box and does her own thing,” says mom Michelle.

Created by the Stewarts—including Michelle, Jasmine, dad James, baby sister Maya, and family friend Laura—as a family activity, the box is indicative of the methods used by the family with help from Hincks-Dellcrest to support Jasmine who has Attention Deficit Hyperactivity Disorder (ADHD). The family came together to decorate the box, each person taking a side and adding pictures,

drawings and stickers while discussing what types of activities should go inside.

The Stewarts were one of the first families admitted to the organization's Intensive In-home Treatment Program, which was launched last year. It evolved from a residential treatment program for children aged 6-12 years. The literature suggests that residential treatment doesn't always yield the best results for children in this age range. Coupled with the fact that the program could only accommodate nine children at a time, Hincks-Dellcrest recognized the need for a new approach.

According to Amanda Corway, the Child and Youth Worker at Hincks-Dellcrest who worked with the Stewarts, one of the main aims of the in-home treatment program is to actively engage parents (and guardians) in the development of the treatment plan for their children.

"I can give parents a plan, but if it doesn't match who they are as people then they're not going to own it or follow it," she says.

The in-home treatment program bring families and an interdisciplinary team of mental health professionals together to address issues and help parents feel like they own the decisions being made about their children.

"We made it clear from the beginning that we were going to team up with them," says Amanda Corway. "We try to help families identify their strengths and skills.

"The Stewarts were clear that they wanted to work on their communication and they had some goals related to behaviour management for Jasmine," says Corway, who stresses that the family was given some guidance, but came up with much of the "meat of the plan" themselves."



The in-home program is also mobile: Hincks-Dellcrest brings service into the family home. By doing so, the centre is able to cast a much wider net of service. Last year, program staff worked with about 40 families compared to the nine children who were treated in its former residential program.

Corway, along with Social Worker Lynn-Marie Mackay, visited the Stewart's home twice a week for six months, spending time with Jasmine and the rest of the family. While Jasmine might play games or colour with Corway, James and Michelle would work on their negotiation techniques and on getting on the same page regarding parenting decisions with Mackay. Through this interactive process, the Stewarts and the treatment team identified goals and approaches that would benefit Jasmine and the family as a whole.

With the help of program staff, the Stewarts also identified ideas and strategies to support Jasmine's decision-making and listening skills, and developed important rules for Jasmine to follow when out in the community. Time was also spent coming up with ways to improve family communication and enhance one-on-one time with each other.

"We had to all stay on the same page and work together," says Laura, who Jasmine affectionately calls "Auntie" Laura, "With [Hincks-Dellcrest] coming in we got a lot of advice and learned a lot of strategies that we didn't know before, and they built a lot of things that we suggested into the plan as well."

"They took a lot of our information and went with it. They didn't just leave us aside."

Jasmine's treatment with Hincks-Dellcrest is now moving into the "booster phase", meaning that as active service comes to an end, the Stewarts will continue to receive check-

in visits and phone calls from Corway—a transition that is bittersweet for the Stewarts.

"It's a shame it had to end. We wish it could have been longer," says James, "It felt like a real friendship."

While the Stewarts will remain connected to Hincks-Dellcrest, they can now rely on a new set of skills they identified and strengthened by truly working collaboratively with the centre.

Though the road ahead will have its challenges, Jasmine, James, Michelle, Laura, and Maya know that, together, they now have it within themselves to overcome any obstacles that may arise.



Service above self: Sue Knox and Ben Weinstock

KRISTA SEPP AWARD RECIPIENTS SUE KNOX AND BEN WEINSTOCK MAY BE AT DIFFERENT STAGES OF THEIR CAREERS, BUT WHEN IT COMES TO MEETING THE COMPLEX NEEDS OF THE CHILDREN AND FAMILIES SEEN AT HINCKS-DELLCREST, THE TWO CHILD AND YOUTH WORKERS SHARE AN INTENSE PASSION FOR THEIR WORK.

"There is so much great work being done in Ontario that having not one, but two of our child and youth workers recognized for their outstanding work speaks to the depth of commitment and expertise at Hincks-Dellcrest," said Donna Duncan, President and CEO. "The recognition that comes with these awards is well deserved and make us all very proud."

Organized by Kinark Child and Family Services, the Krista Sepp Awards are held

annually to recognize the exemplary work of child and youth/social service workers across Ontario. Last year, 29 individuals were nominated for the Awards, which are named in honour of Krista Sepp, who tragically lost her life while performing her duties.

Knox, with 27 years of experience and winner of the 2015 Krista Sepp Mentoring Award, is known for her tireless and creative efforts to support children and families. Often seen carting video game consoles and using more interactive methods to engage young clients and their families, Knox has found ways to bring effective practice into the homes of her clients.

"It comes down to trying to find news ways to bond, especially with parents, in a really empathetic way," says Knox, an Intensive Child and Family Services Worker at the Centre's Sheppard site.

Knox's mentoring abilities are well known at Hincks-Dellcrest. During the creation of a new in-home treatment program, for example, Knox worked closely with the research department to develop new client in-take procedures. She also spent time with program staff, sharing her experiences working in families' homes and offering emotional support and encouragement.

As a member of one of the Clinical Transformation "Dream Teams", she also worked with her colleagues to develop a new menu of services for the treatment centre.

"Being able to bring some ideas and suggestions, and some creativity, to something that would be viable was quite rewarding," says Knox.

Weinstock, winner of the Horizon Award, has been with Hincks-Dellcrest for four years, and currently works as the Physical Activities Instructor in the school program located at the Jarvis site.

Though early in his career, Weinstock sees the opportunity afforded to him by working with youth and providing them with academic and emotional support.

"Being in this position, you realize you are an advocate for youth," says Weinstock. "Although they have a voice, it can be a challenge for them to find a platform to speak from."

Though the award has boosted his confidence, Weinstock is not one to rest on his laurels. Weinstock says he'll continue to advocate for youth, especially those who identify as transgender. "In terms of human rights, it's the next big issue to tackle," says Weinstock.

While winning a Krista Sepp Award could be described as their "Oscar moment", Knox and Weinstock are quick to point out that their success is thanks in large part to their strong network of colleagues, especially within Hincks-Dellcrest.

"There is a lot of sharing, caring, and nurturing on our team," says Knox. "Everyone here is very dedicated."

Explaining why these two individuals are so passionate about their work, Weinstock says it best. "You never do these things for awards. You do it for the teens and for the love of the job."



Service and dedication **Our Volunteers**

IT ALL STARTS WITH COMPASSION, DEDICATION AND A WILLINGNESS TO HELP—QUALITIES THAT ARE FOUND IN ABUNDANCE IN THE INDIVIDUALS WHO VOLUNTEER AT HINCKS-DELLCREST.

“We are definitely grateful for everything our volunteers do,” says Pilar Ramirez, who coordinates the Centre’s volunteer programs. “There are many things we couldn’t do without them. “

Over the past year, 48 program volunteers gave over 4,500 hours of their time to Hincks-Dellcrest. These individuals play important roles at the Centre and are involved in many different areas.

For example, volunteers can be seen tutoring students with homework, translating for staff during in-home family visits, providing administrative support, and gardening to keep Hincks-Dellcrest properties beautiful.

Volunteers have also run weekly yoga sessions for Hincks-Dellcrest residential clients for the past two years.

“They’re really willing to do just about anything,” says Ramirez.

According to Ramirez, volunteers come from a variety of backgrounds. Many, she says, are looking to gain experience in the children’s mental health sector.

“Others are working on their masters and come simply because they want to help the kids,” says Ramirez.

Due to their diverse and substantial contributions, our volunteers play a significant role in the lives of our clients and Hincks-Dellcrest staff.

We cannot thank them enough for their generosity of time and spirit.

CORPORATE VOLUNTEER PROGRAM

Hincks-Dellcrest continued to see major corporations eager to participate in our Corporate Volunteer Program, including large organizations such as Janssen, Hilti Canada, Manulife, TD Insurance, Great West Life, and Carpenter's Union Local 27. These teams have helped out at all Hincks-Dellcrest sites, painting cabins at our farm location, painting classrooms and preparing lunch for clients in the residential program at our Jarvis site, painting therapy rooms and installing new reception area flooring at our Sheppard site.

In 2014-15, 229 corporate volunteers devoted over 2,300 hours of their time to Hincks-Dellcrest events and activities. Thank you to these organizations for their significant contributions and ongoing support.



OUR PROGRAM VOLUNTEERS

Anwar Bowen
 Silvia Vukadinovic
 Mary Jisha James
 Sheryl Trachter
 Lianne Biggar
 Frank Akapo
 Jennifer Biggs
 Evie Walton
 Sarah Ateshin
 Kristina Cordero
 Jamie Chun Wei
 Nick Stitt
 Fouad Hamitti

Anie Hua
 Rachel Stewart Pathak
 Melinda Cuffy
 Natharshan Rajalingan
 Leticia Torrejon
 Kate Allan
 Cathy O'Dorthey
 Mohamed Enara
 Christina Chew
 Elizabeth Benitez
 Behewit Degefu
 Luna Huang
 Naimeh Abedinzameh

Lisa Clements
 Maureen Maguire
 Esra Perek
 Ahva Shirzadi
 Vivian Zang
 Zoey- Ann Mullings
 Sarah Marks
 Robin McGrath
 Carmen Tang
 Amuna Baraka Clarke
 Mobina Ahmad
 Allan Richardson
 Dwane George

Aileen Mani
 Rohail Kabani
 Medine Turan
 Nikrooz Hosseini
 Paul Galvez
 Isabela Munoz
 John Creech
 Lore Jacobs
 Nick Stitt

Partnering to support our community and strengthen the sector

LAST YEAR HINCKS-DELLCREST WAS ABLE TO PROVIDE INCREASED ACCESS TO KNOWLEDGE AND EXPERTISE IN CHILDREN'S MENTAL HEALTH THROUGH THE INNOVATIVE WORK OF OUR AFFILIATE, THE GAIL APPEL INSTITUTE.

Established in 1986, the Institute was created to help improve mental health care for children by providing advanced training and conducting research in children's mental health. Workshops, certificate courses, and webinars are available to clinicians, front-line workers, educators and parents looking to expand their knowledge and acquire new skills. Last year, nearly 2,700 clinicians enrolled in professional development and other training programs offered by the Institute.

Partnerships played a key role in 2014–15, enabling the Institute to reach an unprecedented number of parents and clinicians within the Hincks-Dellcrest community and the broader children's mental health sector.

"Collaborating with others enables us to build capacity, create value, and serve the community," says Linda Hills, Executive Director of the Institute, which operates on a cost-recovery basis.

To assist clinicians, the Institute teamed up with the Ontario branch of the Canadian Mental Health Association and Mind Your Mind to develop an e-learning program on government mandated Brief Services for the entire children's mental health sector in the province.

Partnerships were also an important success factor in the expansion of the Institute's global reach.

Working with The Mennonite Central Committee in South Africa, the Open Society Institute Assistance Foundation-Tajikistan and the Foundation for the Development of Caribbean Children, the Institute brought *Learning Through Play*, an early child development program to five new countries. The program uses a variety of pictorial elements to help parents determine what kinds of physical and mental milestones their children should be achieving as they develop.

Since 2000, *Learning Through Play* has been exported to 42 different countries, translated into 35 different languages, and reached nearly 75,000 families.

Lastly, a new partnership in 2014-15 helped the Institute bring more information to parents and guardians, who oftentimes struggle to



find adequate resources when caring for a child with a mental illness.

“It’s not something people talk about. There’s not a lot of information available,” says Hills.

To help close this knowledge gap, the Institute delivered an expert-led parent seminar series, in partnership with Toronto’s Young People’s Theatre. Focussed on various topics in children’s mental health, the seminars featured different strategies and methods parents can use to navigate difficult situations at home. Overall, these parent seminars were able to serve nearly 500 people.

The Institute also created a parent webinar series titled the *ABC’s of Mental Health* to inform parents about what they can do to help their child navigate mental health issues, and what signs to look for during development that could indicate more serious issues.

The response from parents on these initiatives? Exceedingly positive.

“They are overwhelmingly grateful for knowledge that they otherwise wouldn’t have access to,” says Hills.

The Institute continued to collaborate internally as well, providing critical training to Hincks-Dellcrest staff during the development of its new in-home treatment program. Instances such as this reflect the increasingly integrated relationship between the Institute and Hincks-Dellcrest.

Despite these successes, the Institute experienced a financial loss in 2014-15, as anticipated during the second year of a major three-year renewal and restructuring process to position the Institute for long-term growth and success in children’s mental health training and research. The Institute expects to breakeven next year paving the way for positive variances in the future.

With new staff, new partnerships, and a new strategy that is aligned with sector reform and Centre priorities, the Institute is now well equipped to further expand its reach and influence as a leading provider of children’s mental health education and training.

Giving

IF THERE IS ONE IMPORTANT THING WE LEARN OVER AND OVER AGAIN AT THE HINCKS-DELLCREST FOUNDATION, IT IS THAT GIVING IS A TRANSFORMATIVE ACT.

To our supporters:

It is fitting then that the Foundation's work with donors has been inspired by the Centre's top priority of clinical transformation as it continues on its journey to make it easier and faster for children with mental health issues and their families to access treatment.

Over the past year, as the Foundation has continued to grow and expand, we have learned from our donors and volunteers that when they give they too transform, deepening their connection to others. The past fiscal year was transformative for the Foundation, as we entered the second year of our first-ever strategic plan. Our signature event, the Raise a Child's Smile, Motown gala, spoke to the power of transformation by breaking a new record, raising almost \$800,000—nearly double the amount raised the previous year. We are so proud of our supporters and grateful for their spectacular commitments.

A special focus was placed on sharing the transformative experience of giving across the entire organization by building a culture of philanthropy. The Foundation met with departments throughout the Centre to empower staff to better understand the Foundation's work and to engage in outreach with donors. Staff and clients were engaged on a widespread basis to participate in meetings with potential and new donors, connecting supporters with those who benefit from their support in the most affirming way.

Last year, Board committees met for the first time, providing oversight in governance, fundraising, finance, and branding.

And, we began to build broad scale relationships with donors in the individual, corporate, and foundation communities. To support this effort, the Foundation realized its goal to transform its own administration and

g transforms you!

data management in order to support donors and sponsors optimally.

The Foundation's transformation into an independent organization was formalized through a new set of by-laws and a memorandum of understanding with the Centre to anchor its role as a strategic enabler of both the Centre and its affiliate, the Gail Appel Institute.

To celebrate all of this growth and expansion, the Foundation (fittingly) worked with a group of teen leaders and fundraisers called The Teen Mental Health Project and a leading Toronto musician to produce an urban beat rap song called Stand Up! The song calls people of all ages to stand up for children's mental health with the youngest among us leading the way to renewal.

The last fiscal year saw many changes and great growth, all reflecting the Centre's profound advancements to transform its services and the way in which children and families can secure treatment. One child at a time—one volunteer and one donor at a time—we are transforming children's mental health! Thank you for joining us on this journey and making the difference.

With heartfelt thanks and gratitude,



Calvin Younger
Chair, Foundation
Board of Directors



Valerie Campbell
President and CEO

2014-15 FOUNDATION HIGHLIGHTS



ONE NIGHT STAND! TAKE A STAND FOR CHILDREN'S MENTAL HEALTH

Now in its fifth year, One Night Stand (ONS) provides an opportunity for the city's youngest philanthropists to lend their support to the even younger among us who are struggling with mental illness and need their help. The event was held at Toronto nightclub, EFS, with celebrities, media personalities, and more than 400 people demonstrating how to make a difference and have a good time doing it.

The event raised more than \$90,000, and the social media savvy crowd and celebrities heightened awareness about children's mental illness and Hincks-Dellcrest through Facebook, Twitter and Instagram as well as traditional media to garner nearly five million hits across all media.



RAISE A CHILD'S SMILE – MOTOWN!

The Foundation hosted its 18th annual signature event, Raise a Child's Smile in May 2014. The theme was Motown! The Liberty Grand was transformed into a dance hall befitting James Brown. The event broke all records (pun intended!) as more than 500 guests enjoyed a trip back in time to the 1960s and 70s, and the cool music that defined the time.

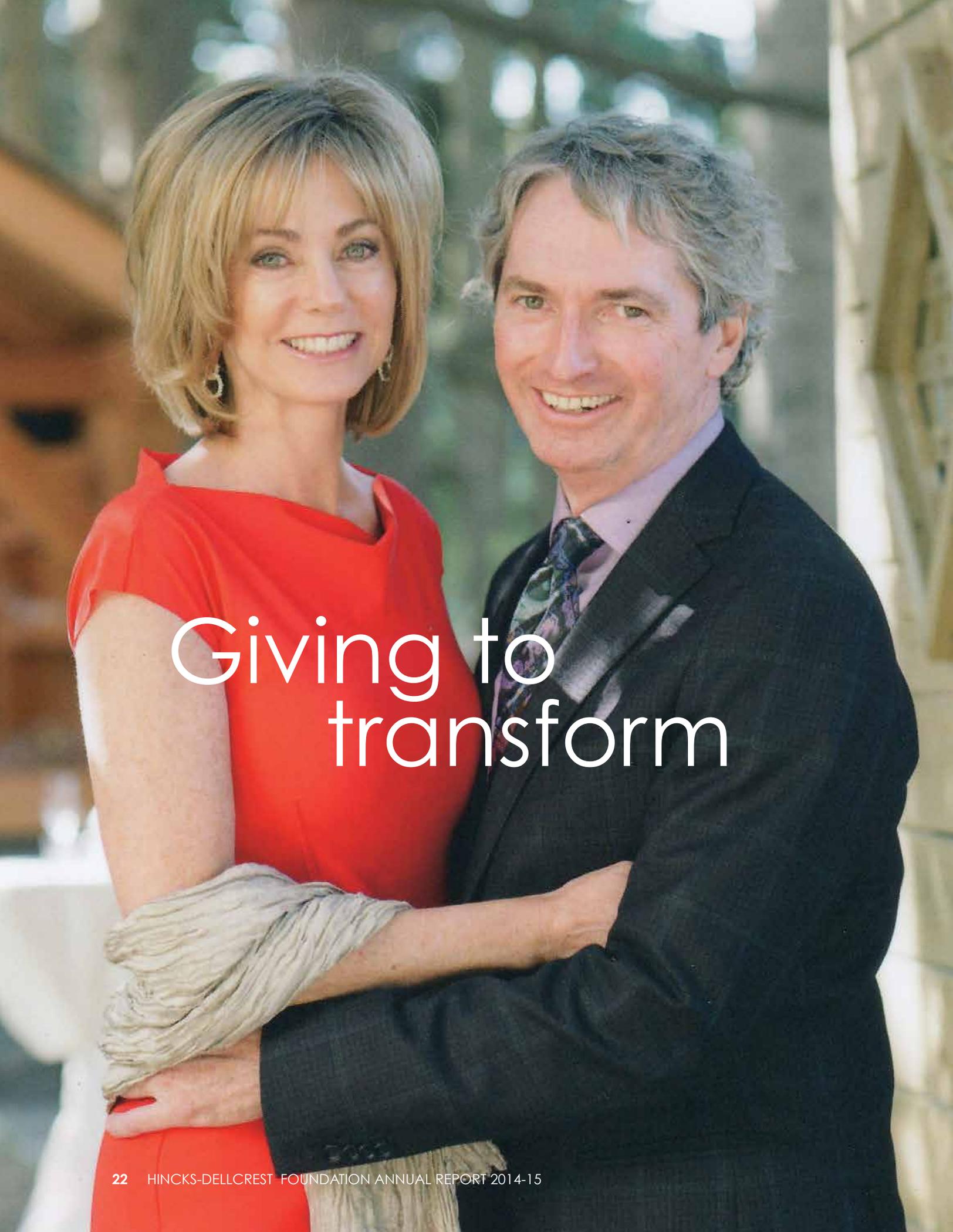
The event raised nearly \$800,000, inspired by the incredible support of Megan Hagarty Smith and Geoff Smith, new donors to Hincks-Dellcrest.

Guests danced all night long, and helped to transform the event into the city's "most fun" gala around. We thank all gala goers for their powerful support to make Raise A Child's Smile such a success, and to celebrate the right that children have to enjoy their childhood and reach their potential.



THE TEEN MENTAL HEALTH PROJECT – SCOTIABANK WATERFRONT MARATHON

A new leadership team of teens worked with the Foundation to help raise funds and awareness among the teen generation. The group worked for a year to rally support, and participated in the Scotiabank Waterfront Marathon's 5 km leg to raise \$15,000.



Giving to transform

For Megan Hagarty Smith and Geoff Smith, supporters of Hincks-Dellcrest, giving is a lifelong journey that began when they were children. "Both of us feel lucky and privileged in life. We grew up in large, healthy families. Both of our parents had a strong sense of giving back, and gifted us with an appreciation that other kids in our schools and communities had real needs and needed help."

This early sense of being part of the bigger social picture informs the couple's approach to life to this day. Geoff's parents were both very involved in countless community organizations. The London Memorial Boys and Girls Club had an entire new wing and pool built from these efforts. Don Smith swam in their fundraising swim-a-thon every year well into his 80's. Megan's parents also supported many groups in London.

Megan recalls a particularly meaningful childhood experience. A neighbouring house was transitioned into a senior's residence. The back door was left open during the summer to let in fresh air and sunlight. With the natural curiosity of a child, Megan would sneak in to bring flowers to the residents. "While visiting one day, I noticed that one resident I had gotten to know particularly well, was badly bruised from a fall. Despite being only about 10, I felt the people at the front desk should know someone was very unhappy about this." From that point on, the social advocate was born.

"We try to help build awareness and spread the word about the issues we commit ourselves to," says Megan. "The more you do this, the greater the chance people will begin a conversation that gets wider and wider until before you know it, everyone is talking."

Both Megan and Geoff went on to lead in bigger ways as they developed greater experience with their own philanthropy. Megan served on the board of the Children's Hospital in London, while Geoff joined the board of London Health Sciences Centre.

The couple's awareness of children's mental health emerged about 20 years ago, and brings all of their experiences as volunteers and donors full circle. "As we and our friends started building our families, the prevalence of autism became very apparent, and how difficult it was to get therapy for these children." Megan and Geoff saw firsthand the struggles their friends experienced simply trying to find help.

Megan reflects on what she calls, "small kids – small voice."

"When serious mental health issues then started to occur years down the road in the university years, the struggles, pain and grief were so difficult to witness, and again there was the lack of available care for these kids and their families. It doesn't matter if you have money or not, the service is just not there. Our eyes were opened, and you count your blessings, and say 'what if?'"

It might just be that Megan and Geoff see children's mental health the same way as their parents saw the causes that compelled them to get involved. "We like to see change and results, renewed focus, viability, and a difference being made on the front line," she says. Geoff adds, "as the saying goes, 'to whom much has been given, much is expected.'"

Megan and Geoff agree that in today's world it is easy to divide up your life into all of the different demands that we have placed upon us. "But, you still have to have a sense of meaning, and be able to pass along something—a difference and raising a consciousness and bringing others along with you. That's what it's all about."

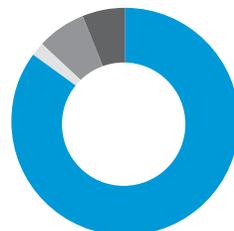
The Hincks-Dellcrest Foundation is grateful to Megan Hagarty Smith and Geoff Smith for their inspiration and support.

FINANCIAL SNAPSHOT

THE HINCKS-DELLCREST TREATMENT CENTRE

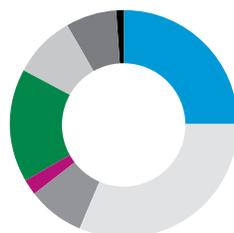
REVENUE

| | | | |
|----------------------|----|------------|------|
| Government funding | \$ | 14,029,174 | 85% |
| United Way | | 307,104 | 2% |
| Grants and donations | | 1,165,114 | 7% |
| Recoveries/other | | 941,423 | 6% |
| Investment income | | 42,525 | 0% |
| | | 16,485,340 | 100% |



EXPENSES

| | | | |
|-------------------------------|----|------------|------|
| Residential services | \$ | 4,381,432 | 25% |
| Non residential services | | 5,349,353 | 31% |
| Community support | | 1,455,883 | 8% |
| Open custody services | | 333,964 | 2% |
| Special projects | | 2,712,357 | 16% |
| Fundraising | | 8,189 | 0% |
| Administration | | 1,528,454 | 9% |
| Restructuring costs | | 1,195,729 | 7% |
| Amortization | | 238,032 | 1% |
| Renovation and building/other | | 16 | 0% |
| | | 17,203,409 | 100% |

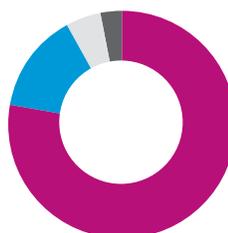


For a copy of The Hincks-Dellcrest Centre's audited financial statements, please visit www.hincksdellcrest.org or call (416) 924-1164, ext. 3244.

THE HINCKS-DELLCREST CENTRE - GAIL APPEL INSTITUTE

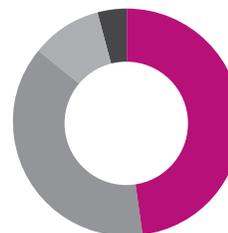
REVENUE

| | | | |
|---------------------------------|----|-----------|------|
| Training fees | \$ | 1,587,301 | 78% |
| Building rental | | 273,188 | 14% |
| Programs - Grants and donations | | 105,568 | 5% |
| Other | | 67,061 | 3% |
| | | 2,033,118 | 100% |



EXPENSES

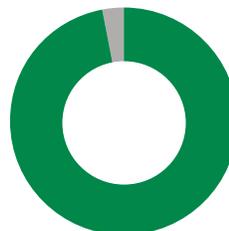
| | | | |
|---------------------------|----|-----------|------|
| Training | \$ | 1,090,151 | 48% |
| Research | | 6,530 | 0% |
| Administration | | 859,480 | 38% |
| Interest and Bank Charges | | 1,200 | 0% |
| Building | | 218,957 | 10% |
| Amortization | | 91,997 | 4% |
| | | 2,268,315 | 100% |



THE HINCKS-DELLCREST FOUNDATION

REVENUE

| | | | |
|---------------------------|----|-----------|------|
| Donations and fundraising | \$ | 1,085,542 | 97% |
| Interest and other | | 31,590 | 3% |
| | | 1,117,132 | 100% |



EXPENSES

| | | | |
|-----------------------------|----|---------|------|
| Salaries and benefits | \$ | 330,514 | 57% |
| Office and general expenses | | 39,187 | 7% |
| Building occupancy | | 12,883 | 2% |
| Purchased services | | 22,447 | 4% |
| Fundraising activities | | 178,493 | 31% |
| | | 583,525 | 100% |



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We are grateful to the many individuals, foundations and corporations who supported Hincks-Dellcrest Foundation in 2014-15.

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The Hincks- Dellcrest Centre

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Toronto, ON M4Y 2H4
Fax: (416) 924-8208

The Hincks-Dellcrest Centre
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Committed to Children and Families

The Hincks-Dellcrest Centre team comprises more than 350 full-time and part-time staff members, students, trainees and volunteers. Our team includes psychiatrists, psychologists, social workers, child and youth workers, early childhood educators and community home visitors, along with administrative staff that support our work with children and families.

Our team is dedicated to Hincks-Dellcrest and children's mental health. Among our permanent and contract employees, more than half have been with the Centre for over a decade, while one-quarter have contributed more than 20 years of service.

Hincks-Dellcrest is accredited by the Council on Accreditation.
Hincks-Dellcrest is a United Way Member Agency.

To make a donation

To support children's mental health and The Hincks-Dellcrest Centre, please contact Annabel Bassin at abassin@hincksdellcrest.org, (416) 924-1164, ext. 3343, or 1-855-944-HOPE (4673).

To volunteer

To inquire about volunteer opportunities at The Hincks-Dellcrest Centre, please email volunteer@hincksdellcrest.org or call (416) 924-1164, ext. 2111 or 1-855-944-HOPE (4673).

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