



**MENTAL HEALTH STRATEGY
A FIVE YEAR PLAN**

LEADERSHIP MESSAGE

Dear Colleagues,

We are pleased to share with you the first comprehensive mental health strategy at SickKids. The strategy encompasses the hospital, SickKids Centre for Community Mental Health and our Tele-Mental health services, and is inclusive of our roles in research, specialized hospital care, education and training. Mental health has been an under-recognized area of paediatric care, but in 2020, it is now a priority for governments, academic institutions and, most importantly, for patients and caregivers themselves.

In paediatrics, the need for innovation in mental health care is compelling; one in five children have a mental health disorder, only one in six of those are able to access the mental health care they need, and up to 40% of children with a concurrent physical condition also have a mental health challenge. Mental health challenges among children and youth are common, and lead to significant delays in the attainment of important adult milestones such as independent living, higher education, and full-time employment. Mental health outcomes are heavily informed and impacted by psycho-social conditions including social determinants of health,

health equity, inclusion and racism, inclusive of institutional racism. As a leading paediatric institution in care, research and education, SickKids is uniquely positioned to improve the mental health care of all our patients through innovation in service models, in research, through the training of the next generation of mental health providers and by supporting system transformation through evidence, influence and modelling systemic change.

This strategy, which has a five-year horizon, was developed with extensive stakeholder engagement. It reflects the priorities and aspirations of youth, families, inter-professional providers, scientists and community leadership. The strategy is a roadmap that defines SickKids' role and path forward in the dynamic and complex area of health care delivery. Over the development of this vision, the passion, commitment and interest of the SickKids community to make a difference in mental health was clearly articulated. In going forward, it is our hope that SickKids will aspire to collaborate, partner and leverage our expertise to achieve high quality child health, innovative research collaborations and advanced educational methods that will make a substantial difference at the interface of physical, mental and behavioural health.



This mental health strategy is the realization of that vision.

A handwritten signature in black ink that reads "P Szatmari".

Dr. Peter Szatmari
Chief, Child and Youth Mental Health Collaborative
Co-chair Mental Health Strategy Steering Committee

A handwritten signature in black ink that reads "C Bartha".

Christina Bartha
Executive Director, Brain and Mental Health Program
Co-chair Mental Health Strategy Steering Committee



OUR STARTING POINT – DEFINITIONS

PHYSICAL HEALTH

Refers to the condition of the different body or physiological systems (including the brain). Variation in this domain refers to the presence/absence of physical health disorders.

MENTAL HEALTH

Refers to emotions, cognition, and behaviours that vary in response to stress and resilience (or protective factors). A mental health disorder arises if variation in this domain is associated with distress and limitation in functioning.

MEDICAL DISORDERS

Include **both** physical and mental health disorders.

BEHAVIOURAL HEALTH

Refers to how observable behaviours express a child or youth's physical and mental health. Not everyone with a behavioural health challenge has a mental or physical disorder.



MENTAL HEALTH STRATEGY VISION, MISSION, PARTNERSHIPS AND VALUES

OUR VISION

Better Mental Health. A Better World.

OUR MISSION

Achieve unprecedented outcomes in child and youth mental health through collaborations, innovations and partnerships.

PARTNERSHIPS

Realizing our vision will require close collaborations with SickKids hospital services, SickKids Centre for Community Mental Health (CCMH), Learning and Research Institutes, community mental health agencies, child welfare, community hospitals, the developmental sector, education, children, youth and their families.

COMPASSION

We genuinely care about others.
We approach all interactions with empathy, respect, professionalism, and kindness by practicing active listening, and treating others the way they want to be treated.

INTEGRITY

We do the right thing every time.
We ensure that honesty, trustworthiness, fairness, sincerity and ethics guide our actions and choices.

COLLABORATION

We believe we are stronger when we work together.
We value teamwork, relationship building and leverage individual strengths and experiences to achieve desired results and outcomes.

INCLUSION

We value a culture of belonging.
We create a safe environment where everyone feels welcomed and respected and where their uniqueness is valued and celebrated.

INNOVATION

We will make today better than yesterday.
We will challenge the status quo, embrace possibility thinking and balance risk with reward to drive necessary change.

EXCELLENCE

We will take personal accountability to be our best and do our best.
We embrace a continuous learning mindset, curiosity, and hold ourselves to the highest standards of care, safety, quality and service.

HOW WE GOT HERE...

56

patients and families contributing

350+

SickKids staff contributing

21

community organizations involved

13+

hours with Executive Steering Committee

2

Senior Management Committee discussions

209

Vision Statement survey responses

23

focus groups

Assessments of Federal and Provincial Mental Health Strategies and Initiatives

Environmental Scan of Canadian, U.S. and International Hospitals' Mental Health plans

Targeted reviews

Collaborative Care Models
Mental Health Commission of Canada
School Mental Health Ontario
Youth Wellness Hubs
Behavioural and Mental Health



BETTER MENTAL HEALTH. A BETTER WORLD.

Healthier Children. A Better World.™



TRANSFORM MENTAL HEALTH CARE DELIVERY

- Integrate mental, physical and behavioral health care delivery
- Improve access to mental health supports across the care continuum
- Build integrated services and seamless transitions among providers, sites, and systems
- Support patients, families and providers with digital tools and virtual care



ACCELERATE MENTAL HEALTH RESEARCH

- Improve the integration of mental health research and care
- Lead precision child and youth mental health research and knowledge translation
- Support the evolution of clinician researchers
- Collaborate to inform practice, policy, and research
- Design and incorporate a measurement-based evaluation framework



PRIORITIZE CHILD, YOUTH, AND FAMILY NEEDS IN ALL THAT WE DO

- Co-design research, education, and care with children, youth, and families
- Build pathways for caregivers and siblings to access supports and interventions
- Promote equity, diversity and inclusion



ACHIEVE MENTAL HEALTH LITERACY FOR ALL

- Act as a source of expertise for mental health literacy tools
- Build mental health into the curriculum of all health professionals
- Leverage technology to foster continuous learning and education
- Tailor mental health information to family needs



CHAMPION EVOLUTION OF THE MENTAL HEALTH SYSTEM

- Synthesize and disseminate best practices for screening, treatment and navigation
- Build capacity for mental health prevention and health promotion
- Advocate for equity and action on the social determinants of health
- Purposely partner and lead to drive system transformation

COMPASSION

INTEGRITY

COLLABORATION

INCLUSION

INNOVATION

EXCELLENCE

ACHIEVE UNPRECEDENTED OUTCOMES IN CHILD AND YOUTH MENTAL HEALTH THROUGH COLLABORATIONS, INNOVATIONS AND PARTNERSHIPS.

TRANSFORM MENTAL HEALTH CARE DELIVERY



Integrate mental, physical and behavioral health care delivery

Improve access to mental health services across the care continuum

Build integrated services and seamless transitions among providers, sites, and systems

Support patients, families and providers with digital tools and virtual care



We will deliver sustainable, integrated and collaborative mental, physical and behavioral health assessment and evidenced-based treatments across the service continuum to all our children, youth and families.

Building integrated pathways between the hospital and SickKids Centre for Community Mental Health (CCMH, collectively referred to as 'SickKids'), we will create a framework to facilitate and prioritize timely access to assessment and treatment services for patients with co-existing physical and

mental health complexities. Our models will be sensitive to and informed by the diverse populations whom we served.

SickKids will work with our partners to build effective, seamless bi-directional pathways for mental health care delivery across departments and systems - hospital specialties, primary care, community care, and transition to adult care. We will develop and utilize a shared accountability framework for mental health care management across services and at points of transition.

SickKids will capitalize on evolving technologies to optimize communication within and between care teams and families, leveraging electronic medical record behavioural care plans and integrated mental and physical health treatment plans. SickKids will employ virtual care to expand access to mental health care across the care continuum and will leverage technology enabled service models to prevent and treat mental and behavioural concerns in a holistic fashion.

ACCELERATE MENTAL HEALTH RESEARCH



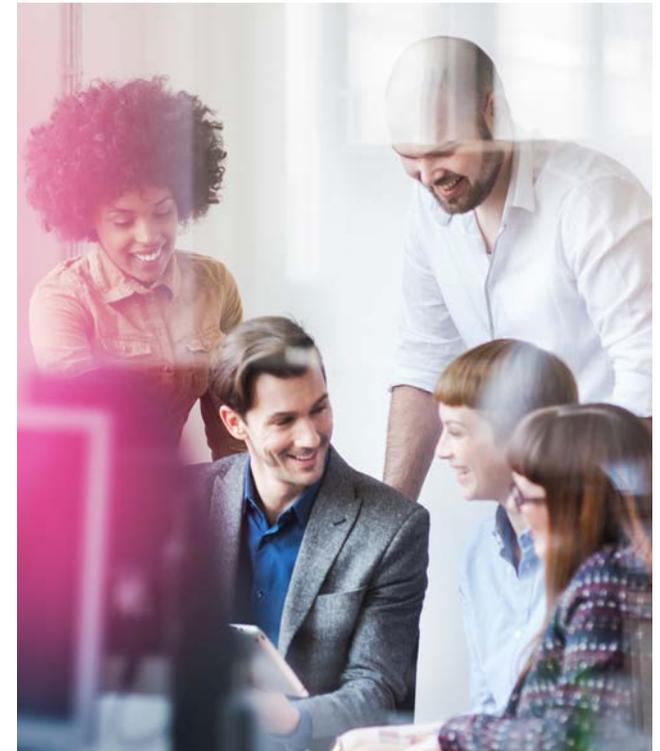
Improve the integration of mental health research and care

Lead precision child and youth mental health research and knowledge translation

Support the evolution of clinician researchers

Collaborate to inform practice, policy, and research

Develop and evaluate a measurement-based care frameworks



Mental health is a key research priority of the SickKids Research Institute (RI). The evolution of mental healthcare hinges on the successful translation of neuroscience discovery from the bench to clinical implementation at the bedside and to the community. A translational mental health research framework is needed to develop evidence-based clinical care practices for all of SickKids' children, youth and families. SickKids is committed to developing robust partnerships between hospital departments and RI researchers with the aim of integrating mental health research into the clinical care of all of its patients to achieve positive outcomes.

SickKids is championing the Precision Child Health movement to individualize health care to each patient's unique characteristics and needs. We will build on the breadth of our scientific expertise and capitalize on the opportunities afforded by Big Data and AI to stimulate Precision Child and Youth Mental Health research, dissemination and implementation.

We will focus on enhancing and strengthening the training and support of clinician researchers to focus on mental health in children and youth, including the social determinants of mental health and the impact of structural racism on the outcomes of children and youth.

SickKids will support its mental health researchers by working in partnerships across organizational, sectoral and even national boundaries, and building a community that embraces the continuum from synapses to systems and informs mental health research, practice and policy.

Measurement-based care in mental health is essential for informing patients' treatment trajectories, prioritizing functional outcomes and connecting physical and mental health. With attention to diversity and inclusivity, SickKids will develop innovative measurement based care models and evaluate their impact to proactively tailor interventions and optimize outcomes for all of our children, youth and families.

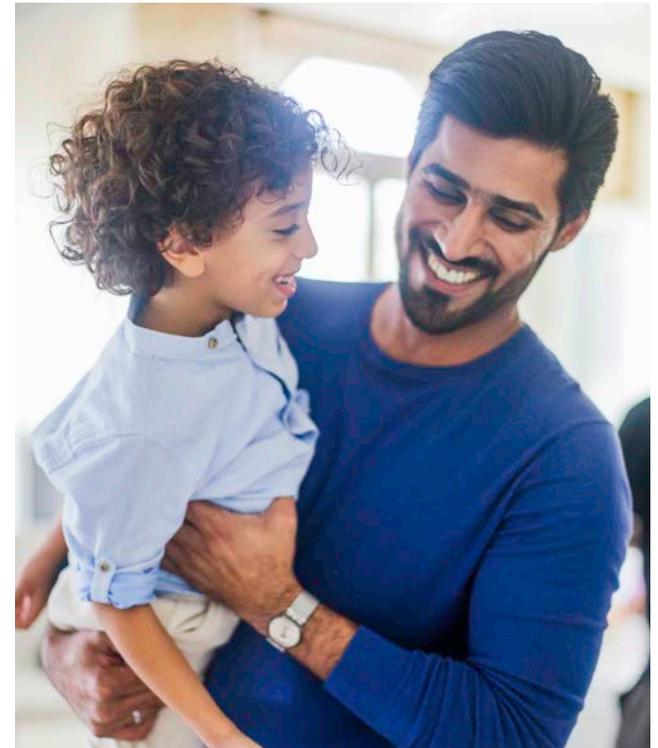
PRIORITIZE CHILD, YOUTH, AND FAMILY NEEDS IN ALL THAT WE DO



Co-design research, education, and care with children, youth, and families

Build pathways for caregivers and siblings to access supports and interventions

Promote equity, diversity and inclusion



In the implementation of the SickKids Mental Health Strategy, co-design with children, youth and families will be central to our focus on innovation, evidence-based approaches and measurement of our impact. SickKids will engage a diversity of children, youth, and caregivers in the development of models, services and projects, ensuring that their perspectives inform design and implementation.

Families are integral in providing care and support to SickKids children and youth. We are committed to supporting caregivers and siblings of our patients in their mental health needs. SickKids will focus on building care pathways and processes that allow access to mental health supports for families, caregivers and siblings. We will develop functional partnerships with academic health centres and community adult mental health providers to address family caregiver mental health needs.

SickKids is committed to excellence in mental health care and will actively aim to address issues of equity, diversity and inclusivity in the design of our mental health services, our research and our educational activities. We aim to design services that are sensitive to our patients' gender, ethnicity, sexuality and other aspects of their identity.

ACHIEVE MENTAL HEALTH LITERACY FOR ALL



‘Develop and curate mental health literacy tools’

Build mental health into the curriculum of all health professionals

Leverage technology to foster continuous learning and education

Tailor mental health information to family needs



Mental health literacy is critical to achieving positive mental health outcomes for SickKids children, youth and families. SickKids will work to create an enterprise-wide mental health literacy strategy, which will enable all SickKids staff to apply a mental health lens to patient and client care. SickKids will foster collaborative development and sharing of mental health literacy tools with our community partners.

We will strive to improve clinicians’ mental health knowledge and eliminate stigma of mental illness by collaborating with all clinical

professional disciplines to ensure that mental health education is part of the curriculum for their learners. We will ensure curriculum is informed by the multiple factors impacting mental health outcomes including chronic illness, social determinants of health, bullying and racism.

We will transform the teaching and learning environments for our staff and learners by integrating technology platforms to facilitate knowledge uptake and ongoing, lifelong learning about mental health.

SickKids will provide appropriate education about mental health to patients and families and match it to their acuity and need. We will leverage AboutKidsHealth website, other virtual tools and resources and partnerships with community mental health agencies to provide tailored mental health information to our children, youth and families.

CHAMPION EVOLUTION OF THE MENTAL HEALTH SYSTEM



Synthesize and disseminate best practices for screening, treatment and navigation

Build capacity for mental health prevention and health promotion

Advocate for equity and action on the social determinants of health

Purposefully partner and lead to drive system transformation



SickKids will champion the wide-spread dissemination and implementation of evidence-based, mental health care practices to the community. SickKids will reach out to our staff and to primary care providers to share new knowledge about mental health and to learn from point-of-care health care providers and our clients, patients and families about the barriers and facilitators to system reform.

We will partner with other organizations to extend prevention and health promotion capacity to better support the populations we serve; we will focus on opportunities to work with high need communities to extend and amplify the impact of SickKids initiatives.

SickKids will advocate for policy changes that address social determinants of health and systemic racism to improve access to mental health care recognizing that these are key barriers impacting positive child health outcomes.

We will support and collaborate with the mental health care system as a partner, builder and leader of innovation in system transformation. We will focus on priority initiatives that address access and quality of care with partners such as the Ontario Health Teams and the larger children's mental health sector. We will use learnings, best practices and advice generated through this strategy to become a national and international leader in mental health system reform for children and youth.

SICKKIDS MENTAL HEALTH STRATEGIC CHANGE DIAGRAM

	FROM 2020	TO 2025
 TRANSFORM CARE DELIVERY	Fragmented, sub-optimal care	➔ Integrated, holistic treatment and improved patient outcomes
 ACCELERATE RESEARCH	Silo'd research and clinical care	➔ Integrate research and clinical care to improve outcomes
 PRIORITIZE CHILDREN, YOUTH & FAMILIES	Illness and provider driven system	➔ Holistic, family centred, outcome oriented system
 ACHIEVE LITERACY FOR ALL	Key knowledge gaps when delivering mental health care to children	➔ Informed, compassionate and competent mental health care
 CHAMPION EVOLUTION OF SYSTEMS	Observe from the sidelines	➔ Partner, advocate and lead to achieve excellence in outcomes

SickKids is uniquely positioned at the intersection of mental, physical and behavioural health: Precision Child Mental Health will tailor treatment and advance health outcomes in complex paediatrics.

SICKKIDS CLINICAL IMPACT FROM HOSPITAL TO COMMUNITY

63,470 mental health visits children, youth, families – capacity building with 2,400 professionals

SICKKIDS AMBULATORY ASSESSMENT AND TREATMENT



20,535 interprofessional Ambulatory Service visits

In response to COVID-19, **80%** of services pivoted to virtual care

SICKKIDS EMERGENCY DEPARTMENT

556 mental health consults to the Emergency Department

Urgent Care Clinic provided **613** visits and averted unnecessary hospitalizations



SICKKIDS INPATIENT CLINICAL CARE



323 Mental Health admissions

Servicing medical/surgical inpatient units, the Consult team delivered **330** visits

5,000+ Social Work visits supporting psychosocial needs of patients and caregivers

2019/2020
SICKKIDS
MENTAL
HEALTH

SICKKIDS CENTRE FOR COMMUNITY MENTAL HEALTH

Beyond the hospital walls and across Toronto, SickKids CCMH delivered **34,035** assessment and treatment visits with **90%** of services pivoting to virtual in response to COVID-19



SICKKIDS RESOURCE NAVIGATION AMENITIES SERVICE



Responding to an increase in demand of **27%** the RNAS supported **1,300** hospital families to navigate and access government and community systems

SICKKIDS CCMH LEARNING INSTITUTE-PROFESSIONAL EDUCATION

75 courses delivered reaching **2,400** learners

In response to COVID-19, **75%** of courses pivoted to virtual platform to sustain our impact



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