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 parents 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.

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

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

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…

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>patients and families contributing</td>
</tr>
<tr>
<td>350+</td>
<td>SickKids staff contributing</td>
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<tr>
<td>21</td>
<td>community organizations involved</td>
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<tr>
<td>13+</td>
<td>hours with Executive Steering Committee</td>
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<tr>
<td>2</td>
<td>Senior Management Committee discussions</td>
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<tr>
<td>209</td>
<td>Vision Statement survey responses</td>
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<tr>
<td>23</td>
<td>focus groups</td>
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<tr>
<td></td>
<td>Assessments of Federal and Provincial Mental Health Strategies and Initiatives</td>
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<tr>
<td></td>
<td>Environmental Scan of Canadian, U.S. and International Hospitals’ Mental Health plans</td>
</tr>
<tr>
<td></td>
<td>Targeted reviews: Collaborative Care Models, Mental Health Commission of Canada, School Mental Health Ontario, Youth Wellness Hubs, Behavioural and Mental Health</td>
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BETTER MENTAL HEALTH. A BETTER WORLD.

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 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

ACHIEVE COMPASSION | INTEGRITY | COLLABORATION | INCLUSION | INNOVATION | EXCELLENCE
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.
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.
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.
‘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

<table>
<thead>
<tr>
<th>FROM 2020</th>
<th>TO 2025</th>
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</thead>
<tbody>
<tr>
<td><strong>Transform Care Delivery</strong></td>
<td><strong>Integrate, holistic treatment and improved patient outcomes</strong></td>
</tr>
<tr>
<td>Fragmented, sub-optimal care</td>
<td></td>
</tr>
<tr>
<td><strong>Accelerate Research</strong></td>
<td><strong>Integrate research and clinical care to improve outcomes</strong></td>
</tr>
<tr>
<td>Silo’d research and clinical care</td>
<td></td>
</tr>
<tr>
<td><strong>Prioritize Children, Youth &amp; Families</strong></td>
<td><strong>Holistic, family centred, outcome oriented system</strong></td>
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<tr>
<td>Illness and provider driven system</td>
<td></td>
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<tr>
<td><strong>Achieve Literacy for All</strong></td>
<td><strong>Informed, compassionate and competent mental health care</strong></td>
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<tr>
<td>Key knowledge gaps when delivering mental health care to children</td>
<td></td>
</tr>
<tr>
<td><strong>Champion Evolution of Systems</strong></td>
<td><strong>Partner, advocate and lead to achieve excellence in outcomes</strong></td>
</tr>
<tr>
<td>Observe from the sidelines</td>
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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

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