

ANNUAL REPORT 2015-2016

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OUR MISSION

Massey Centre is a client-centred infant and early childhood mental health organization. We serve two main community-based groups of clients: vulnerable pregnant and parenting adolescents and their children, and families and caregivers from the local community. Our goal is to improve their lives through integrated evidence-informed practice, education and transitional supports.

OUR VISION

Massey Centre will be Toronto's leading provider of infant and early childhood mental health services.

OUR VALUES

CLIENT AND COMMUNITY ENGAGEMENT

We help pregnant and parenting adolescents, children, families and caregivers to identify their needs, and take actions that better their lives.

STAFF INVOLVEMENT

We provide opportunities for staff to be involved in decisions that affect their work and our clients' outcomes.

SAFETY, DIGNITY AND PRIVACY

We are committed to protecting the safety, dignity and privacy of our clients, staff, volunteers and other stakeholders.

TRUST AND RESPECT

We work to build trusting and respectful relationships with our clients and with one another.

EVIDENCE-INFORMED PRACTICES

We strive to make decisions and deliver services based on evidence-informed practices.

DIVERSITY

We respect the diversity of our community. We welcome people of different ethnic, spiritual and cultural backgrounds, sexual orientation and unique abilities and needs. We understand how racism, sexism and oppression affect the lives of the people we serve. We are committed to ending oppression at the Centre and in the community.

BOARD CHAIR AND CEO MESSAGE

Emily Lam Board Chair





Ekua Asabea Blair Chief Executive Officer

The non-profit or voluntary sector continues to undergo major transformations. As a multi-service organization, the impact of these changes may be far reaching because almost 80% of our funding comes from the provincial and municipal levels of governments. The Ministry of Children and Youth Services' (MCYS) *Moving on Mental Health Transformation Agenda* began last year and continued this year with the announcement of the Toronto Lead Agency– East Metro Youth Services.

As consultations and planning activities begin to determine how the system will change to meet the provincial government's objectives, there have been several opportunities for the CEO and Board Chair to participate in system transformation activities with the Toronto Lead Agency and MCYS. Massey Centre is committed to helping to make the system better for children and youth in need of mental health services.

This year we also learned that the province will download funding for all the family support programs, including our Ontario Early Years Centre, to the City of Toronto. Through transformation, the Ontario Early Years Child and Family Centre will be the new entity providing support to families living in Ontario.

The legislation for licensed childcare centres has changed from the Day Care Nurseries Act to the Child Care and Early Years (CCEY) Act. The funding model for licensed childcare will also change. These changes have huge implications for programming as well as the administration of licensed childcare. Massey Centre has made changes and will continue to make adjustments as the new requirements take effect. While some of the impacts of the changes in childcare are known, we still do not know what will happen with most of our provincial funding. Our hope is that we will end up with a system that is more accessible to those who need it. The Board and senior management are doing all we can to ensure that Massey Centre will continue to be an important part of this new system.

In January 2016, the Board of Directors began a Strategic Planning process. Key stakeholders were consulted and helped to shape the new Plan. Our mission, vision, values and strategic directions were refreshed or changed. The Plan will focus our efforts to become Toronto's leading provider of infant and early childhood mental health services.

We continue to embed infant mental health practices like the *Baby Love* attachment preventive intervention, the *Inventory for Independent Living for Young Mothers and Babies*, and the Ages and Stages Questionnaire Assessment Tool into our programs and services. In the past year, we served over 2,500 pregnant and parenting adolescents and their children, and families and caregivers from the local community.

It takes a village to help the pregnant and parenting teens and their children achieve positive parenting, independent life skills; and, infant and early childhood outcomes. And this year they could not have achieved their success without the support of our funders, donors, partners, Board, management team, staff, volunteers and students. New Lives start with your support—thank you.

STRATEGIC PLAN 2016-2019

GOALS

Massey Centre will be known by clients and funders as the service provider that delivers:

- Unparalleled mother and infant and early childhood mental health programs.
- The most comprehensive program for pregnant and parenting teens.

PRIORITIES 2016-2019

- 1. Embedding infant and early childhood mental health evidence-based practices in our programs and services
- 2. Measure and improve leading-edge programs
- 3. Advance Massey Centre's funding model
- 4. Create a long-term sustainable human resource plan
- 5. Foster collaboration and partnerships
- 6. Build profile and awareness

2,520 **CHILDREN AND** PARENTS/CAREGIVERS ATTENDED FAMILY SUPPORT PROGRAMS

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d. Apr

new lives start here

6,107

134

CLIENTS SUPPORTED IN THE COMMUNITY REFERRAL SERVICES OFFICE MOMS AND BABIES RECEIVED MATERNAL INFANT MENTAL HEALTH SUPPORT

148

CHILDREN RECEIVED CHILD CARE SERVICES

77

32 STUDENTS ATTENDED

THE SECTION 23 SECONDARY SCHOOL TREATMENT PROGRAM VOLUNTEERS INVESTED THEIR TIME

3

BOARD MEMBERS 56 .W/

41

PREGNANT AND PARENTING GIRLS LIVED IN THE PRENATAL RESIDENTIAL PROGRAM

56

RESIDED IN THE POSTNATAL TRANSITIONAL HOUSING PROGRAM

STUDENTS COMPLETED PLACEMENT HOURS

24

JOURNEY OF POSSIBILITIES

A new life starts at Massey Centre with a simple telephone conversation, a visit or—quite literally— when a baby is born.

A teenager discovers she is pregnant, and in some cases, her parents give her a choice of either aborting or keeping her baby and leaving home. Some girls faced with this dilemma move out, with no destination in mind. They live on the street, couch surf, go to a youth shelter, or live with their partners for a while.

The future often looks bleak for the girls as they encounter one obstacle after another in their paths teen pregnancy, single motherhood, homelessness, drug addiction, mental health challenges, violence, abuse, dropping out of high school, and poverty. The possibility of a better life fades with each new problem.

The young women who seek help and support from Massey Centre do so because they want to learn how to care for and develop secure infant attachment with their babies, live in a safe place and complete secondary or postsecondary education. They want to develop independent living skills in preparation for moving back into the community.

Occasionally a mom's journey is interrupted with the apprehension of her baby by a child protection organization because of her association with someone whose behaviour or choices often puts the security of her child at risk. The mom's focus temporarily changes as staff work tirelessly to help her with a re-unification plan. These interruptions often end successfully with the child protection organization returning the child to the young mom who is more committed to respecting boundaries and achieving a better life for her and her baby.

In the past 115 years, no challenge has ever been too big for Massey Centre to take on. Once a pregnant or parenting young woman comes to the Centre, the possibilities become clearer—there are so many ways to empower her to think big, set goals, and achieve them one at a time.

Simone Adeken, Intake Social Worker shared that, "Many of the young women are scared when they first come to Massey Centre. For most of them it is the first time they are safe to define their own lives and relationships without the risk of abuse. Soon they realize they are not the only pregnant or parenting teen here, and that helps them to envision positive possibilities for their lives and empowers them to plan and achieve their goals."

"Each baby and mom we support is a future enriched for all of us!" Martha Crean, Donor



MATERNAL INFANT MENTAL HEALTH

BABY LOVE - SUPPORTING INFANT SECURITY

A baby who receives positive, supportive and reassuring responses from the parent or caregiver in the first three years of life faces a future with more positive outcomes than a baby who does not. Some parents and caregivers may have missed out on these outcomes in their own lives because their early years were marked by traumatic experiences.

Our Maternal Infant Mental Health program uses *Baby Love*, an evidence-based preventive intervention focussed on helping the young moms develop secure attachment relationships with their babies.

Baby Love created by Dr. Jean Wittenberg, Head, Infant Psychiatry Promotion at The Hospital for Sick Children, is being modified for the young parents' population at Massey Centre.

Here are some of the achievements of the past year in the adaptation and delivery of *Baby Love* to the young moms:

- Dr. Wittenberg provided training and clinical support weekly in the individual Baby Love curriculum
- Seven Managers and Residential Counsellors were trained in *Baby Love*'s curriculum so that they can deliver the intervention
- Analysis of the moms' pre- and post-scores on the program's Attachment Knowledge and Attitudes surveys indicates that the moms' knowledge/attitude increased after participation in the program by an average of 19.37% with individual progress ranging from 3.12% to 28.12%

One young mom, Brianna, attended the *Baby Love: Supporting Infant Security* sessions with her 8-month old son Adam because she wanted to learn how his mind works, understand him better and help him feel secure. She worried that she was receiving conflicting information about what's best for her child. For example, her family urged her not to "spoil" him by picking him up when he cried, while others emphasized the importance of responding to his distress by picking him up, and comforting him until he was calm.

Brianna felt that she had good instincts as a mother, and decided to follow these and respond when Adam is distressed. In the *Baby Love* sessions she learned that as a parent she is right to calm him because he is not capable and needs her help. She learned that when she picks him up and soothes him, he learns to trust her because he knows that she will be there when he needs her. She now understands that "secure attachment"—the trust that Adam is developing in his first year—will help him handle stress during his entire life.

In the *Baby Love* sessions parents learn how their babies communicate feelings of security and insecurity, and how to reduce their stress and help them feel secure. Babies who start their life feeling secure are more likely to have better relationships, have better mental and physical health, handle stress better, and become better learners in school. The babies also learn how to better regulate their feelings and behaviour.

Brianna, now a more confident mother, comments, "Thank you so much for this. I'm sure I'll have a better long-term relationship with my child, thanks to the *Baby Love* sessions. I found the development session was my favourite because I never knew there were different types and the behaviour of babies. It was fun to see how my son grew throughout the program and I will definitely use what I learnt to share with my brother and sister who are new parents and may not get the opportunity to take the program that I did."



RESIDENTIAL & TRANSITIONAL HOUSING

INDEPENDENT LIVING SKILLS

From the humble beginnings of poverty and homelessness to a safe home, 24/7 support, high school graduation, postsecondary education, stable and affordable apartment, and a job. That's the road many of the young moms travel here to achieve their goals.

In order to help fill the large void left from not growing up in supportive homes, Massey Centre has incorporated into its residential and transitional housing daily programming the use of the *Inventory for Independent Living for Young Mothers and Babies* (Jean Wittenberg and Angela Prencipe, 2012), an empirically-supported tool that measures the effectiveness of life skill programs.

In the past year, the young women's knowledge of life-skills was assessed using the Inventory during the intake process. Programs were developed based on the following 10 domains:

- Money Management
- Food Management
- Housing and Housekeeping
- Health and Self Care
- Education Planning

- Job Seeking
- Emergency and Safety Skills
- Pregnancy
- Interpersonal Skills
- Childcare

Their before- and after-life skills level in each of the domains were assessed and scored. Analysis of the results indicates that the moms' life skills knowledge increased after participation by an average of 17.15% for Prenatal Residential participants and 28.8% for Postnatal Transitional Housing participants.

Education Planning and Childcare domains registered the highest increase in life skills knowledge with scores of 100% and 89.2% respectively. These results are rewarding because they confirm the young moms' needs and benefit from using the Inventory.

SECTION 23 SECONDARY School treatment program

The young moms continue to thrive in the Secondary School Treatment program. They do this whether their babies are in the daycare or in the classroom with them. The mothers excel at multi-tasking as they learn while caring for their babies.

In collaboration with our Toronto District School Board (TDSB) partners, Massey Centre modified the school's grades 9-12 curriculum to increase students' credit-earning capacity: a credit can now be achieved in six weeks, instead of at the end of each semester. This program change resulted in improved attendance, better grades, greater achievements, and more interest among students in pursuing postsecondary studies.

The program is flexible and accommodates adjustments to meet a young mom's needs. If for example, she does not complete a credit before the end of the semester, she may do so in the next sixweek block.

The academic and applied courses are selected, based on the moms' needs and interests and vary from English, and Maths to History, Civics, Parenting, and Event Planning.

While the students have different learning styles and capacities, it is possible to earn up to six credits per year. Several students are on track to earn the credits they require to graduate, and plan to submit applications to pursue postsecondary studies.

Their chances of success have increased since the daily program now includes a one-hour treatment component facilitated by the two Community Workers who are in the classrooms with the TDSB teachers supporting the girls. Topics covered are important to the young moms—they have included critical thinking, life skills, social skills, parenting, substance abuse, domestic violence, legal aid, and healthy relationships.

The Community Workers are immediately available to support the young moms.

The Community Workers offer support to past clients for up to two years or as needed as they navigate their return to living in the community, thrive, and contribute to their communities.

"Having a child at a young age does not mean your education stops. It opens the doors for an exchange of knowledge between you and your little one." Chantel Walker-Hinds, Community Worker



EARLY LEARNING CENTRE and ONTARIO EARLY YEARS CENTRE

CHILD DEVELOPMENT AND SCHOOL READINESS

Parenting is one of the most rewarding experiences, yet for many it is one of the most challenging experiences they will ever have. Many parents believe they should know how to be parents, and have all the answers, so shy away from asking questions fearing being labeled as bad parents. Others simply don't know who to ask.

A large portion of Massey Centre's work is on supporting young parents, families and caregivers in the community through its Early Learning Centre (ELC) and the Ontario Early Years Centre (OEYC), to help them navigate infant and early childhood development and the school readiness years.

The ELC provides licensed childcare for 48 infants, toddlers and pre-schoolers, aged 0-3½. The play-based

curriculum is designed to enhance the children's cognitive, emotional, social and physical development.

The OEYC offers family support on early learning, literacy and maternal infant mental health programs for children aged 0-6, and parenting workshops.

To further assist parents in getting answers to questions about their children's developmental progress, these Centres offer free developmental screenings that provide valuable feedback on the children's progression through the early development phases. Multi-disciplinary staff is available to answer questions about the children's development, recommend strategies to address concerns, and provide community referrals.



STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2016

REVENUES	2016	2015
Grants - Province of Ontario	\$2,326,167	\$2,337,032
- City of Toronto	\$943,568	\$922,668
- Government of Canada	\$9,191	\$10,186
Fundraising	\$407,846	\$448,814
Amortization of deferred capital contributions	\$186,328	\$174,379
Residents' rent and parents' child care fees	\$102,363	\$120,771
Special projects	\$69,326	\$67,080
Interest and other income	\$33,544	\$39 <i>,</i> 488
TOTAL	\$4,078,333	\$4,120,418
EXPENSES	2016	2015
EXPENSES Salaries and benefits	2016 \$ 2,724,758	2015 \$2,643,977
Salaries and benefits	\$ 2,724,758	\$2,643,977
Salaries and benefits Amortization	\$ 2,724,758 \$ 357,002	\$2,643,977 \$362,809
Salaries and benefits Amortization Occupancy expenses	\$ 2,724,758 \$ 357,002 \$ 322,954	\$2,643,977 \$362,809 \$332,247
Salaries and benefits Amortization Occupancy expenses Client needs	\$ 2,724,758 \$ 357,002 \$ 322,954 \$ 212,592	\$2,643,977 \$362,809 \$332,247 \$231,836
Salaries and benefits Amortization Occupancy expenses Client needs Administration	\$ 2,724,758 \$ 357,002 \$ 322,954 \$ 212,592 \$ 163,433	\$2,643,977 \$362,809 \$332,247 \$231,836 \$199,784
Salaries and benefits Amortization Occupancy expenses Client needs Administration Mortgage interest	\$ 2,724,758 \$ 357,002 \$ 322,954 \$ 212,592 \$ 163,433 \$ 69,496	\$2,643,977 \$362,809 \$332,247 \$231,836 \$199,784 \$74,700
Salaries and benefits Amortization Occupancy expenses Client needs Administration Mortgage interest Special Projects	\$ 2,724,758 \$ 357,002 \$ 322,954 \$ 212,592 \$ 163,433 \$ 69,496 \$ 69,392	\$2,643,977 \$362,809 \$332,247 \$231,836 \$199,784 \$74,700 \$67,080

To receive a copy of the complete Audited Financial Statements, please call 416-425-6348 x 224 or email giving@massey.ca.

REVENUES

EXPENSES

57.04% - Province of Ontario

23.14% - City of Toronto

0.22% - Government of Canada

10% - Fundraising

4.57% - Amortization

2.51% - Rent, fees, and other

1.7% - Special Projects

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0.82 - Interest and Other Income

69.10% - Salaries and Benefits 9.05% - Amortization 8.19% - Occupancy

5.39% - Client Needs

4.15% - Administration

1.76% - Mortgage Interest

1.76% - Special Projects

0.60% - Training, Recruitment and Travel

23.90% - Prenatal Residential 21.58% - Early Learning Centre 19.21% - Postnatal Transitional Housing 11.29% - Central Administration 11.23% - Ontario Early Years Centre 5.05% - Amortization and Other 5.05% - Fundraising 1.76% - Community Referral Services 1.53% - Section 23 Secondary School Treatment Program 0.93% - Special Projects

PROGRAM EXPENSES

D

0.62% - Maternal Infant Mental Health

THANK YOU FUNDERS AND DONORS!

GOVERNMENT OF CANADA

Canada Revenue Agency, Children's Special Allowances Human Resources & Skills Development – Canada Summer Job

PROVINCE OF ONTARIO

Ministry of Children and Youth Services Ministry of Community and Social Services Ministry of Education

CITY OF TORONTO

Community Homelessness Prevention Initiative/Homeless Initiative Fund Community Service Partnerships Program Investing in Neighbourhoods Toronto Children's Services

\$20,000 AND OVER

Greater Toronto Apartment Association RBC Foundation The Rainbow Foundation

\$10,000-\$19,999

The Caring Foundation Compugen Finance Inc/Green4Good Scotiabank

\$5,000-\$9,999

100 Women in Hedge Funds Toronto Aqueduct Foundation c/o Scotiatrust CIBC Children's Foundation Golden Eagle General Contracting Inc Guichon Family Foundation Audrey S. Hellyer Charitable Foundation The Ben & Hilda Katz Charitable Foundation Alice & Murray Maitland Foundation F. K. Morrow Foundation Nixon Charitable Foundation Ontario REALTORS Care® Foundation UBS Securities Canada Inc

\$1,000-\$4,999

Chubb Insurance CHUM Charitable Foundation Crown Property Management Inc. Goldman Sachs Canada Inc. Frank M. Hack Pharmacy Ltd. - Shoppers **Drug Mart LIFE Foundation** The Marion Ethel & Frederick John Kamm Foundation Matrix Mortgage Global The McLean Foundation Mead Johnson Nutrition Employees Pink Tartan Inc. Rotary Club of East York **TD** Securities TMX | Shorcan Toronto East Rotary Club Waratah Capital Advisors

UNDER \$1,000

Amica at Newmarket AON Reed Stenhouse Inc. Citi Flooring The Edge Benefits Fidelity Chapter No. 33 Order of The Eastern Star Lee and Patrick Howe Family iPorta Corp Loewenberg Psarris Workplace Law LLP MaxSys IT Staffing & Consulting Mount Albert Friendship Club Reverb Consulting Group Inc J & L Rogers Family Charitable Foundation Strickland Choice Meats TAL Insurance Brokers Limited

ESTATES

Estate of Jane Martin McMillen Estate of George Siddorn

INDIVIDUALS

\$5,000-\$9,999

Anonymous Cindy Blakely MacBain Family Patti Bunston-Gunn & Stephen Gunn

\$1,000-\$4,999

Ekua Asabea Blair Nancy Brown Marsha Copp Mary Hirst Ann Laughlin Laurie McLachlan Hilary Smee Kathleen Spence Stephan & Jeannie von Buttlar Lynda Wheeler

\$500-\$999

Wendy Atkinson Janet Bodley Enrico and Donna Di Lello Jennifer Dockery Kris Hollenberg Paulett Ramsey Rachel Solomon Wilma Spence

UNITED CHURCH CONGREGATIONS AND UNITED CHURCH WOMEN'S GROUPS

Asbury & West United Church Women Beach United Church Women Bedford Park United Church Women **Bloordale United Church Women Bolton United Church Women** Caledon East United Church Women Camlachie United Church Women Central United Church Women (Sault Ste. Marie) Central United Church Women (Unionville) Central United Church Women (Weston) Cheltenham United Church Women **Cosburn United Church Women Cummer Avenue United Church Women** Dalrymple United Church Women (Sebright) Don Mills United Church The Donway Covenant United Church Ladies Fellowship Eady United Church Women Eglinton St. George's United Church **Emmanuel United Church Women**

Epsom-Utica United Church Women Fairlawn Avenue United Church Fairlawn Avenue United Church Women Flora McCrae UCW Group of Timothy Eaton Memorial Church

Forest Grove United Church Women Forest Hill United Church Women Georgian Shores United Church Women Glen Rhodes United Church Women Goodwood United Church Women High Country United Church Women Humber Valley United Church Women Humbercrest United Church Women Humbervale United Church Women Keswick United Church Women Kincardine United Church Women The Kingsway-Lambton United Church Women

Knob Hill United Church Women Knox United Church Knox United Church Women Knox United Church Women (Sutton) Lansing United Church Ladies Leaside United Church Lemonville United Church Women Living Waters Presbyterial United Church Women Locust Hill United Church Women Manor Road United Church Women Mayfield United Church Women Monticello United Church Women Mount Albert United Church Mount Albert United Church Women Northern Waters Presbyterial United Church Women Norval United Church Women Palgrave United Church Women Parkwoods United Church Trustees Parkwoods United Church Women Ravenshoe United Church Women Richmond Hill United Church Women Rosedale United Church Women Sandford United Church Women Scarborough Bluffs United Church Women

Seguin Pioneer United Church Women Shining Water Presbyterial United Church Women

South West Presbyterial United Church St. Andrews United Church Women (Markham) St. Andrew's United Church Women (Ripley) St. Bartholomew's United Church Women St. James Centennial United Church Women St. James United Church Women St. John's United Church Women (Alliston) St. John's United Church Women's

St. Matthews United Church Women (Richmond Hill)

St. Paul's United Church (Midland) St. Paul's United Church Women (Brampton) Stouffville United Church Women The United Church of Canada The United Church of Canada. Toronto Conference **Toronto Southeast Presbytery** Toronto United Church Council Tottenham United Church Women Trinity United Church Women (Cobourg) Trinity United Church Women (Grand Valley) Trinity United Church Women (Hastings) Trinity United Church Women (Ingleside) Trinity United Church Women (Iroquois Falls) Trinity United Church Women (Newmarket) Trinity United Church Women (Shelburne) Trinity United Church Women (Uxbridge) United Church Women of Northlea Victoria Park United Church Women Wesley United Church Women Westway United Church Women Willowdale United Church Willowdale United Church Women Winchester United Church Women Woodbridge United Church Zion United Church Women (Sundridge)

STAFF

SENIOR MANAGEMENT

Ekua Asabea Blair Bhanu Raja Paulett Ramsey Nzinga Walker

PROGRAM MANAGEMENT/ COORDINATION

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ADMINISTRATION

Keshab Basnet* Elizabeth MacLean Julie Tang Ruth Taylor*

COMMUNITY REFERRAL SERVICES/SECTION 23 SECONDARY SCHOOL TREATMENT PROGRAM

Cindy Chalaris Chantel Walker-Hinds

DATA MANAGEMENT

Gulshan Khatun** Tanay Thapa*

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INTAKE Simone Adeken

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Daniel Bingham* David Bradley

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Ashley Carambelas Alyssa Datoo

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Andrea Dunn Geneve Francis

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VOLUNTEER COORDINATION Lemoi Peters*

emor Peters

Left prior to end of fiscal year

** Deceased

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VICE CHAIR Jennifer Dockery

TREASURER Edward Popp

SECRETARY Oliver Blunn

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CHIEF EXECUTIVE OFFICER EX-OFFICIO Ekua Asabea Blair

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