

2015 Annual Report



Greetings from the President & Executive Director

“You must be the change you wish to see in the world” –Mahatma Ghandi

For the past several years, one of the constant themes at Mothercraft has been *change*. We've undergone numerous internal changes as we review and update our policies, practices and systems to ensure we're efficient in our work, accountable with public resources and responsive to the needs of our dedicated staff. We've experienced significant external change as governments transform the way systems are structured and services are delivered so they work better for children, families and communities. We have committed ourselves to be part of these change processes to ensure the principles of accessibility, comprehensiveness and efficacy are maintained and to bring our 85 years as a leader in early learning and care, early intervention and education to the table. The pace and scope of change has, at times, been lightning fast and all-encompassing but we persevere because of our collective commitment to excellence in service delivery as well as to be agents of change.

This year's Annual Report offers a glimpse into some of the change Mothercraft was able to affect in 2015. From our high levels of service (over 5000 individuals served and more than 5700 professionals trained) to our ability to respond to new opportunities (development of the *Building Connections* project and participation in city building through the *Bridging Divides* project), Mothercraft has demonstrated its capacity to respond

to change, to be leaders of change and to embrace change.

Our progress report on Year 2 of the Strategic Plan reinforces this notion. Despite all that has unfolded around us – some of which was anticipated, some of which was not – we achieved 80% of the strategic objectives we set for ourselves in 2015 and took advantage of some wonderful new opportunities.

Dr. Truby King, the paediatrician who founded Mothercraft in New Zealand in 1907, helps us to stay focused on why change matters. His approach, to *“build healthy babies rather than patch sick ones”* in response to unacceptably high infant mortality rates at the turn of the last century, was simple yet revolutionary for the time. And it worked. We honour his legacy by never shying away from change and pushing ourselves to innovate and contribute to the broader discourse about what we want for our children in the future.

Basia Ujejska, President

Michele Lupa, Executive Director



Highlights from 2015

Margaret Leslie is invited to make remarks at the Government of Canada's announcement of a new **\$100M** investment to prevent family violence and child abuse, hosted by Health Minister Rona Ambrose.



Mothercraft is approved to receive **\$2.29M** over 5 years from the Public Health Agency of Canada to deliver a new project, ***Building Connections***, across Canada as part of the Family Violence and Child Abuse Prevention Initiative.



Michele Lupa is invited to participate in ***Bridging Divides***, an initiative of the Ryerson City Building Institute, aimed at developing concrete solutions to some of the biggest issues facing the GTHA region. Her theme, "Access to Services", is the topic of a live, on-line chat hosted by *The Toronto Star*.

Enrolment at Mothercraft College hits a new milestone – admissions are **closed earlier than ever before** due to high demand for the ECE Diploma program!



Breaking the Cycle hosts **Dr. Viliame Sotutu**, Paediatrician and Senior Lecturer at the University of Otago in ***New Zealand***, to discuss ways to replicate the Mothercraft model.

Data Analysis Coordinators contribute to the development of a new online resource to ***map family and child services*** in the City of Toronto.

In collaboration with community partners, the ***Common Intake Project*** is rolled out across the city with the aim of reducing the number of times families have to tell their stories when ***accessing specialized services for children***.

The **2015 CityKids Inclusion Awards** are hosted by **The Honourable Elizabeth Dowdswell**, Lieutenant Governor of Ontario, to acknowledge extraordinary practices of inclusion in licensed child care programs.

In Their Own Words

“ Our gratitude to you is beyond words!”
—*CITYKIDS parent*

“ The staff are so open and approachable. I feel like I can ask them anything.”
—*OEYC parent*

“ I wish I had something like this when my children were little.”
—*OEYC grandparent*

“ Thank you,
Thank you,
Thank you.”
—*CED parent*

“ Thank you for doing such an amazing job and making Mothercraft such a loving place to be.”
—*CED parent*

“ A friend of mine once told me Mothercraft is the ‘crown jewel’ of daycares. We agree!”
—*CED parent*

“ I am very thankful to Mothercraft College for helping me start my new career as an ECE.”
—*2015 ECE graduate*

“ It has been a pleasure collaborating with you. We really appreciate your ongoing support”
—*Mothercraft community partner*

The Year in Numbers

2,968

Children served

2,013

Parents/
caregivers
served

185

Child care
spaces

26,602

Visits by children &
parents/caregivers

111,182

Hours of service provided

2,854

Referrals from Mothercraft

1,325

Referrals to
Mothercraft

5,707

Professionals trained

87

ECE
graduates

124

Protocols
and official
linkages

108

Employees

225

Student placements

6

Main
program sites

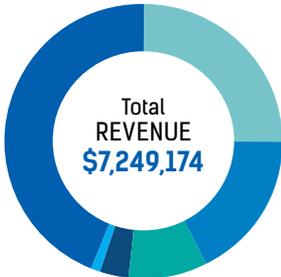
6

Satellite
program sites

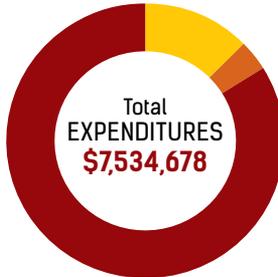
Financial Statements

Statement of Revenue & Expenditure

For the year ending December 31, 2015



Child Care, Tuition & Training Fees	43.9%
Provincial Funding	25.2%
Municipal Funding	17.4%
Federal Funding	9.2%
Donations & Other Operating Income	3.3%
Other Grants	1.0%



Direct Expenditures	83.9%
Administrative Operating	12.5%
Amortization	3.6%



Early Childhood Development	59.4%
Education, Data and Community Research	24.3%
Early Intervention	15.2%
DYS-MITSS Project	1.1%

Annual operating shortfalls are offset by revenues from Mothercraft's Investment Portfolio.

Thank you to our Funders

City of Toronto, Children's Services Division
 Ministry of Children and Youth Services
 Ministry of Citizenship, Immigration and International Trade
 Ministry of Education
 Immigration, Refugees and Citizenship Canada
 Public Health Agency of Canada
 University Health Network, Psychosocial Oncology and Palliative Care, Princess Margaret Hospital Foundation

Thank you to our Donors and Gifts-in-Kind

Elizabeth & Lisa Greaves
 RBC Foundation
 Marija Curkovic
 Inner Wheel Club of St. Catharines
 Rotary Club of Scarborough Innerwheel
 KPMG LLP
 Jarvis & Associates
 William H. Jackson
 Urawa University
 Lisa Kadonaga - In memory of Akiko Kadonaga
 Boiler Inspection & Insurance Co. of Canada

Thank You to Our Staff and Board

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Glory Ressler
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Sonia Santos
Sandy Sebastiao
Helen Shannon
Pardip Singh
Athena Skliros
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Amanda Young
Shahla Yousufi
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Strategic Plan Progress Report: Year 2

Strategic Direction 1

Build on early learning and early intervention expertise with enhanced and relevant programs

GOALS

1 Continue the delivery of excellent programs and services to ensure that children and families are able to grow and develop.

2 Integrate the promotion of children's mental health approaches across all Mothercraft programs to ensure that families benefit from Mothercraft's accreditation as a children's mental health organization.

3 Strive to become a Best Start Child and Family Centre to ensure that Mothercraft continues to contribute its experience and expertise to the early learning and family support sector.



Overall, 80% of the strategic activities planned in 2015 were achieved! Some of our key accomplishments include:

» Completion and roll-out of the Common Intake Project.

A city-wide initiative led by Mothercraft to streamline access to special needs services for children and make navigating the system easier for families.

» Enhancements to the Child & Youth Services Information System (CYSIS).

This Toronto Region client information system continues to be upgraded to meet a constantly changing sector and

is now compatible on multiple platforms and in all browsers.

» Strengthened collaborations between the Centres for Early Development and Mothercraft College.

Our continued commitment to embed evidence and theory into our practice was strengthened in 2015 through several internal learning opportunities focused on Ontario's early learning pedagogy. Staff from Mothercraft's child care centres and family support program were able to take advantage of the College's newest professional development offerings which, in turn, improved care for children.

Strategic Direction 2

Strengthen leadership through innovation and partnership

GOALS

1 Assess the scope and mandate of Mothercraft College to ensure that it is well positioned to meet the needs of a transformed sector.

2 Develop a Partnership Framework to ensure that all existing and new partnerships support Mothercraft's sustainability and strategic leadership goals.

3 Invest in innovative research, evaluation and program development to ensure that Mothercraft supports and provides leadership to its services sectors about how to maximize impact for the community.



» **Involvement in key system planning and transformation activities.** Senior staff were invited to advise and inform several key transformation initiatives including: Ontario's Special Needs Strategy, Open Data Directive and the development of Best Start Child & Family Centres, to name only a few.

» **Ongoing shared services pilot project with Delisle Youth Services.** Initiated in 2014 and continuing into 2015, the project aims to explore how a not-for-profit shared services model might strengthen day-to-day user support, create cost efficiencies for both organizations and become scalable.

» **Employee engagement and HR improvements.** The establishment of an employee-led Wellness Committee focused on the importance of work-life balance, particularly during times of change. In early 2015, a new salary scale and performance appraisal system were introduced to ensure transparency and fairness related to compensation and to create a new mechanism for base salary increases that are tied to performance.

Strategic Direction 3

Strengthen organizational capacity

GOALS

1 Enhance and promote an organizational culture that is strongly rooted in Mothercraft values and foundational theories to ensure that all staff, students and volunteers share the same approach to their work.



2 Develop a strong and effective organizational structure and operational model that maximizes staff talents to ensure effective practices are in place.



3 Utilize and leverage emerging innovations in technology to ensure that the impact of Mothercraft's programs and services is fully realized.



Our strategic activities were influenced by the many change initiatives currently underway in almost all of Mothercraft's core service areas. A few of these include:

» **Enactment of the *Child Care and Early Years Act*.** Like other sector leaders in Ontario, Mothercraft offered its expertise to the development of the new Act - which replaced the 70-year-old *Day Nurseries Act* - by participating in consultations with government, submitting formal feedback on the draft legislation and its regulations, as well as contributing to

strategic discussions regarding implementation. The CCEYA marks an exciting new chapter in the history of Ontario's licensed child care sector.

» **Continued implementation of *Moving on Mental Health*.** This significant policy and program transformation, initiated in 2014, aims to fundamentally change how child and youth mental health services in Ontario are structured and delivered. The goal is to make the system more responsive and integrated so that families are able to access services more readily when they need them and are able to navigate through the system more easily.

An Update on Mothercraft's 5-year Strategic Plan

4 Strengthen the marketing and branding of Mothercraft to ensure that it is widely recognizable by stakeholders and the public.

5 Develop a comprehensive framework of financial policies and practices to ensure financial stability.



» **Implementation of Ontario's *Special Needs Strategy*.** This initiative aims to better integrate services at the local community-level to create a more seamless service experience and to improve access to services for families whose children have special needs. The three pillars of the strategy include: the early identification of developmental issues, the integration and coordination of rehabilitation services and cross-sectoral service collaborations to meet the needs of children and youth with complex medical and developmental challenges.

» **The development of a provincial *FASD Strategy*.** The effects of prenatal alcohol exposure can be complex and last a lifetime. They are also preventable but require multi-faceted approaches that address the root causes of maternal substance abuse. In 2015, the provincial government launched a process to develop a much-needed provincial strategy to address FASD. Rollout of the strategy is expected in the near future.

Strategic Plan – What's Next?

Some of the strategic initiatives for 2016 and beyond...

- » Planning for New Opportunities and Growth in Child Care
- » Readying for New Directions in Family Support
- » Leveraging Our Expertise in Children's Mental Health
- » Reviewing the Scope and Mandate of Mothercraft College
- » Continuing to Build a Dynamic Workplace

Some unexpected opportunities presented themselves in 2015, which took us away from a few of our planned activities but aligned with our strategy and positioned the organization well so that we were able to contribute our expertise to several exciting new initiatives. These included:

» **Participation in the Government of Canada's new initiative to prevent family violence and child abuse.** In February, Mothercraft was invited to provide expert remarks at the Minister of Health's announcement of a \$100M new investment in intervention-research

projects across the country. In July, Mothercraft's proposal to roll out a five-year, \$2.29M cross-sectoral intervention called *Building Connections*, was approved! The project started in October 2015.

» **Provide leadership to knowledge exchange on Fetal Alcohol Spectrum Disorder (FASD).** Early in 2015, Mothercraft was asked by the Public Health Agency of Canada to partner with FASD ONE to coordinate a two-day provincial training and knowledge exchange symposium, bringing together families, educators, practitioners and researchers. The event will take place early in 2016.

Where to Find Us



32 Heath St W

Toronto, Ontario, M4V 1T3
416-920-3515

*Robertson House Centre for
Early Development, Ontario Early
Years Centre (main site), CityKids,
Executive Office & Administration*

646 St. Clair Ave W

Toronto, Ontario, M6C 1A9
416-483-0511

*Mothercraft College, Community
Data Group, Ontario Early Years
(satellite site)*

860 Richmond St W, Ste 100

Toronto, Ontario, M6J 1C9
416-364-7373

*Breaking the Cycle, Pregnancy
Outreach, Parent-Infant Program*

10 Front St W

Toronto, Ontario, M5J 2S1
416-367-1758

*Brookfield Place Centre for
Early Development*

14 Trinity Square

Toronto, Ontario, M5G 1B1
416-340-9651

*Eaton Centre Centre for
Early Development*

610 University Ave (inside Princess Margaret Hospital)

Toronto, Ontario, M5G 2M9
416-946-4501

Magic Castle

www.mothercraft.ca

