

**Transition...
Toward A Road Best Travelled
Annual Report 2011/2012**

The Massey Centre for Women



Message from the Chief Executive Officer



This year we began a new journey to enhance the quality of the work we do at the Massey Centre for Women. As the needs of our clients and participants have become more complex, we have sought ways to respond to these needs and to measure and evaluate our response.

We have had a lot of help. For example, a \$50,000 grant from the Nixon Foundation enabled us to hire Dr. J.-V. Wittenberg, Head of the Infant Psychiatry at the Hospital for Sick Kids. His organizational assessment of our children and youth services inspired recommendations that will guide Massey Centre's transition to a children's mental health centre. A \$22,500 Planning Evaluation Grant from the Ontario Centre for Excellence for Children and Youth Mental Health is helping us become a more reflective and learning organization. It enabled the planning and piloting of an evaluation process for our Prenatal Residential Program that resulted in a program logic model, an evaluation framework, and knowledge we will use throughout the organization.

Massey Centre staff are working more collaboratively—internally and externally. At weekly case-management meetings our multidisciplinary team focuses on client needs and ways to address them. Central Toronto Youth Services now offers weekly evidence-informed parenting support groups here, and our partners (Jean Tweed Centre, Toronto Public Health, New Circles, Rosalie Hall, June Callwood Centre and Humewood House) and the Children's Aid Society and the Catholic Children's Aid Society work with us, especially where we have mutual clients.

This year many staff became champions for various projects. The Management and staff CYSIS Resident Expert Committee succeeded in identifying and solving user issues, so that now the Children and Youth Services Information System database captures valuable client information. Our Maternal Infant Mental Health Team ensures that infants and children are a priority in our service mix, supporting child development, both in the community through our Ontario Early Years Centre (OEYC), and with Prenatal and Postnatal resident mothers and children who take part in Early Learning Centre programs. The Quality Assurance Committee led the first-ever agency-wide client-satisfaction survey. The Social Committee organized our first management-hosted Holiday Dinner, with an amazing turnout, and overwhelmingly positive feedback!

Year end is a time for gratitude. I want to thank all the volunteers and students who helped out with our Parent Relief, Women Supporting Women and Donations programs, and special projects. Without you we could not help the women and families develop the courage to start building new lives. Thanks to all individuals, organizations and corporations that gave money and gifts-in-kind—too numerous to cite here, your names appear later in this report.

The Board of Directors merits thanks for its leadership and courage in post-strike healing and reconciliation activities, strategic planning and help with fundraising. I am especially grateful to Board Chair Jeannie von Buttlar, for her countless hours, intense effort and personal support.

I want to thank the management team for supporting staff in providing the best care possible for our clients. Finally, thank you to staff in all programs for your tireless contributions toward helping pregnant teens, children and families achieve their full potential. We are in a period of transition now, and we are almost at our destination. I look forward to arriving there in 2013--with all of you—and surging forward into new challenges and successes.

Ekuia Asabea Blair
Chief Executive Officer

Message from the Chair of the Board of Directors

This year at Massey Centre marks an important stage in our development as an agency dedicated to the well-being of our mothers, babies, and children. While we are constantly looking at ways to improve services for our all-important clients, we must operate within a framework of limited financial resources. Very often, this means that staff are over-burdened, and positions go unfilled to defer expenses, and we are, as always, diligent in trying to save money on essential purchases.

Despite these difficulties, Massey Centre is deeply committed to becoming a centre of excellence for children's mental health. Our CEO, Ekua Asabea Blair, continues to develop a cohesive approach towards this goal amongst the programs offered at Massey, staffing models, training, and mentoring of staff.

The Board supports this new direction for Massey Centre. We continue to connect with Children's Mental Health Ontario (CMHO) through conversations with its board and support for its activities. Our advocacy committee participated in Children's Mental Health Week and monitors other CMHO activities for us as well. The Board is well informed about the work of Dr. Wittenberg, who has been an invaluable resource to our staff and in our provision of evidence-based services as we strengthen our work in children's mental health. The Board is grateful as well to Douglas Stewart, who oversaw a process of healing and reconciliation in the wake of our strike in the spring of 2010. The insights gained from his report became a useful starting point for our strategic planning exercise, which the Board, management and staff do together on a three-year cycle. Our 2011 strategic planning session was, as is so often the case, an extremely worthwhile endeavour. While the end products include newly crafted Mission, Vision and Values statement, it is the collaborative exercise among staff, management and board which helps to expose areas of tension or misunderstanding and to determine future directions for the agency. These discussions are so important in helping the Board understand the areas of challenge for the organization and show so clearly the areas of huge strengths.

In April of 2011, the Board voted to open membership to Massey Centre to all individuals, eighteen years and older, who support our mission, vision and values. This means that all those who donate to Massey are automatically members for that fiscal year. This change is important as it allows members to vote at the AGM and to be connected to our agency throughout the year via regular communication.

In December, some members of the Board and volunteers made breakfast for the mothers and babies who live at Massey. This was a very low-key event but it did signal our intention to meet the clients and to experience a tiny part of their daily routine. Any experience which helps the Board understand the real, living Massey is a good thing.

The largest area of focus for the Board this year is undoubtedly the budget. We find ourselves in an increasingly difficult situation as we must honour negotiated increases in staff pay and maintain fiscal responsibility as we confront a historic debt and annual fiscal deficits. We have changed the way the fundraising data is presented to us and are currently working with the Resource Development Officer to devise a role for the Board in improving fundraising results.

Despite our challenges, Massey Centre is a place of great optimism and deep commitment. It is a pleasure, as a member of the Board, to see first-hand the devotion of the staff, the

management team and our CEO to the mission of Massey. Ekua Asabea Blair, our CEO, keeps the Board well-informed at all times about issues that may arise. Ekua is an excellent leader who will lead Massey well through the next years of challenge and change. I have so enjoyed my many conversations with Ekua; she represents the Centre so well at public events and works tirelessly to sustain and improve our agency. The administrative staff is unfailingly helpful to the Board, as are all the staff we encounter through the events we support together.

I would like to thank the Directors of the Board who have been so very helpful and supportive in our work together. We are striving in our meetings to include time for real reflection and the generation of new ideas to support Massey Centre. Please take a moment to read about the activities of our various Board committees in the insert you will find in this Annual Report. Together—board, management and staff—we are committed to helping our clients build new, healthy lives.

Board Chair
Jeannie von Buttlar



MASSEY CENTRE BOARD OF DIRECTORS 2011/12

Jeannie von Buttlar
Chair

Dave Codack
Vice Chair

Idon Biron
Secretary

Laurel Archibald
Treasurer

Evan Cohen*
Beverly Crandell
Gail Doehler
Lexie Egan Gibson
Nader Elm
Sue Guichon
Nader Elm
Kanika Kasal
Emily Lam
Jody Levenbach
Directors at Large

Ekua Asabea Blair
Chief Executive Officer
Ex-Officio

* Resigned prior to completion of term.

There are some people who live in a dream world, and there are some who face reality; and then there are those who turn one into the other.

Douglas Everett

STRATEGIC PLAN 2012 – 2015

With Massey Centre's current three-year strategic plan coming to its end, a Strategic Planning Task Force – comprised of both Board and staff members – began meeting in September 2012.

With the assistance of Heather Graham, the able consultant who facilitated Massey Centre's initial strategic planning process in 2008/09, the Task Force completed a comprehensive environmental scan of key internal and external stakeholders, including clients, staff, board members, volunteers, students, partner agencies, funders, and others.

On Saturday, November 26, 2011, staff and Board members gathered in an off-site location to refresh our Mission, Vision and Values. The retreat – highlighted by lively discussion, laughter, and open sharing from all participants – provided an opportunity to develop, reflect on, and reach consensus regarding the emerging priorities encompassing the strategic directions that will guide Massey Centre's work for 2012-2015.

The updated Mission, Vision, and Values statements are highlighted below.

The five strategic priorities identified for 2012 - 2015 are:

1. Develop a future service model that clarifies our intended outcomes, target populations, and programmatic areas of focus.
 - What business are we in?
 - What do we want to keep?
 - What do we need to divest?
 - What clients are we not serving well?
2. Define a growth strategy and fundraising plan that ensure we can effectively respond to current and emerging client needs and priorities.
3. Engage staff in organizational change initiatives that leverage strengths and competencies across programs and organizations to achieve identified outcomes.
4. Pursue strategic partnerships and alliances with other parts of the system to better respond to the needs of our most complex clients.
5. Build profile and awareness by effectively engaging our community and partners.

REFRESHING OUR MISSION, VISION, AND VALUES

Massey Centre's Mission, Vision, and Values are not intended to be static, but rather a "snapshot" expression of who we are, what we do, and how we do it. Our initial effort three years ago expressed where we were at the time – on the first steps of a journey of transformation from a traditional "maternity home" to a multidisciplinary agency serving pregnant and parenting adolescents, their children and families in residential care, transitional housing and in the community at large.

When we began working on the next strategic plan for Massey Centre in late 2012, the Board, management and staff took a look at our Mission, Vision and Values, and updated them to reflect the new phase of our journey:

MISSION

Massey Centre is a community-based organization which nurtures empowerment, independence and growth for young pregnant women, children and families in a non-judgemental, inclusive environment. We do this by working collaboratively as a multi-disciplinary team with community partners to provide holistic programs and support that respond to mental health, education and transitional needs.

VISION

We envision an inclusive community where young pregnant women, children and families can achieve their full potential.

VALUES

Client and Community Engagement: We engage clients/participants and community to define their needs, make decisions, and take action to affect their lives.

Staff Involvement: We provide opportunities for staff to be involved in decisions that affect their work and client 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 clients, staff, volunteers and other stakeholders.

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

Diversity: We recognize the rich diversity of our community by embracing culturally competent policies and practices. We welcome people of different racial, spiritual, and cultural backgrounds, sexual orientation and unique abilities and needs.

What great changes have not been ambitious?
Melinda Gates

THE WITTENBERG REPORT 2012

Through the generosity of the Nixon Charitable Foundation, the Massey Centre was fortunate, in 2011/12, to engage the services of Dr. Jean-Victor Wittenberg, head of the Infant Mental Health Program at the Hospital for Sick Children in Toronto. His role was to assist management and staff in transitioning from a residential/transitional housing agency to a multidisciplinary, client-focused and community-oriented children's mental health centre.

Spurred on by the recommendations of the Accreditation Team from Children's Mental Health Ontario in 2009 and our own experiences with the increasingly complex emotional and mental health needs of our clients, Dr. Wittenberg met frequently with management and staff from all areas of the Centre as well as management and staff from similar centres in the GTA in his process of identifying and analyzing the issues confronting the Centre. His report is summarized here.

Findings

The Centre has strengths on which to build and concerns to address.

Strengths include:

- staff members with considerable experience in working with this population;
- residential stay period of up to two years;
- consensus among staff on goals of bettering the lives of young mothers and babies; and
- a wide range of programs, some of which function very well, although unfortunately less used by residential clients than by community clients.

Concerns arise around:

- a culture of conflict, developed between management and staff, that extends to interactions between staff and clients, and leads to non-recognition of strengths in both personnel and clients;
- the absence of an organized communication network to enable effective collaboration and evaluation of progress with clients and babies;
- a tendency to isolation of programs that could lend each other strength and support (this has begun to change); and
- a dearth of higher-level expertise in children's mental health.

Recommendations

1. *Development of more respectful and collaborative ways to work together and with clients.* All therapeutic interventions are based on trusting relationships that have open lines of communication and a mindset that respects, considers and values ideas and contributions that come from others. All Massey Centre personnel must commit to this objective.
2. *Development of a more encompassing set of rounds and meetings* to maintain communications and the flow of information about clients and projects as well as documentation to support that communication and to evaluate progress. This is essential to good clinical work.

3. *Increased expertise in children's mental health within the Centre.* The range of interventions delivered by trained personnel (for teens, babies and their relationships) as well as the general level of knowledge about infant and child development, adolescent development, attachment theory, the effects of chronic trauma, etc. need to be nurtured.

Action Implemented

Dr. Wittenberg submitted his detailed final report on February 2, 2012, and Massey Centre has already begun to implement some of his suggestions. Progress to date includes:

1. *Increase in therapeutic expertise.* Massey Centre has identified resources to hire two Case Management Supervisors. Dr. Wittenberg recommended that our residential counsellors be on teams led by Case Management Supervisors, experienced clinicians who have worked with teens and understand how to establish therapeutic relationships with teens and with the mother-baby dyads.

2. *Implementation of the Inventory for Independent Living for Teen Mothers and Their Babies (Wittenberg and Prencipe, 2011).* Dr. Wittenberg and an associate have developed this empirically-supported inventory for use in evaluating the progress of Massey Centre clients and the effectiveness of programs offered here. This tool will also help us to refine client selection and program development. One recently hired case management supervisor is currently receiving training on the tool and will soon begin training her team to use it.

3. *Enhanced Intake Process.* Dr. Wittenberg concluded that the Intake position requires a highly experienced and trained individual who can guide assessment and lead the development of a therapeutic relationship with new clients and external agencies. Massey Centre is working to ensure that the intake worker and case management supervisors work together to achieve the new objectives for this role.



COMMUNITY PROGRAMS HIGHLIGHTS 2011/12

Maternal Infant Mental Health (MIMH)

This program (formerly known as Infant Mental Health) supports optimal child outcomes: a sense of security and self-esteem, the ability to form satisfying relationships, engagement with the world, ability to cope and solve problems, and continued positive development throughout life. We re-named the program to stress the concept that idea that the program focuses on the mother-baby dyad, and not just the baby.

MIMH supports pregnant teens and young parents and their children with medical referrals and appointment support and follow-up; health and nutrition information, counselling and hands-on support related to infant care, safety and developmental milestones; and engagement and attachment activities via programs such as Mother Goose and Supporting Security.

Here are some of MIMH achievements this year:

- intake of 67 clients to the residential program, 30 to the school program, and 19 families to the community-based program
- ten health-related workshops to provided to clients by nursing staff
- weekly counselling sessions for Massey School students living in the community
- psychotherapy sessions for six individuals and nine families
- presentation of Watch, Wait and Wonder Evaluation Research Findings at the Ontario Association of Child, Youth and Young Parent Centres Conference in October 2011.

Ontario Early Years Centre (OEYC)

Massey Centre is the Lead Agency for the OEYC in the Toronto-Danforth Riding. At our OEYC, children aged six and under and parents/caregivers can participate in structured programs and learn about community resources.

- OEYC provided 14 programs for children from birth to 6, and their parents/caregivers, in 2011/12.
- The number of children and parents/caregivers attending OEYC programs increased more than 65% in 2011/12 over the previous year.
- OEYC staff participated in these training sessions offered by other agencies: Early Development Instrument, Nutri-Step Workshop, Nobody's Perfect, and Literacy Leaders.
- Signage promoting inclusion and welcoming the Centre's LGBTQ community was posted throughout the OEYC/ELC building.
- OEYC implemented the Let's Get Started program, helping to connect families of special-needs children awaiting service with providers in the Toronto-Danforth Riding.
- Three new OEYC relief staff increase the capacity and cultural diversity of the program, adding fluency in Farsi, Mandarin, Spanish, and Tagalog.

Early Learning Centre (ELC)

The Early Learning Centre is a licensed daycare provider for children from birth to 3 years, giving priority to young mothers residing at Massey Centre or attending the on-site Section 23 School. This year, The ELC Manager participated in pedagogical leadership training in the Early Learning for Every Child Today (ELECT) programming tool. This outlines how young children learn and develop, and provides curriculum for Ontario's early childhood settings.

The Massey Centre ELC is in transition, integrating the ELECT framework into our child care program curriculum. Staff have received training, based on a train-the-trainer model, and we hope to achieve full implementation within the next few years.

Here are some of our year's highlights:

- The ELC served 54 community and 31 Massey Centre (residential care and community-based school) client families.
- ELC received a clear Ontario Ministry of Children and Youth Services Licence.
- New City of Toronto Quality Assurance criteria were implemented in 2011/12. ELC scores (out of 4) were Infant Room: 3.8; Toddler Room: 3.7; Preschool Room: 3.6; and Centre Nutrition, 3.6.
- Ten of 16 residential client families who applied received daycare subsidies.
- Partnership with Service Canada's Summer Job program resulted in the hiring of an ECE student from May to August 2011.

Community Housing, Information and Referral Services

This program works with clients in all three phases of the pre-and-postnatal program to help them find permanent housing and make linkages to external community supports.

- We had an active caseload of 224 clients this year.
- We helped 66 young women with housing applications.
- Through our services, 75 young women were able to access housing.
- There were 21 young women who received help to address housing stabilization or follow-up.

Women Supporting Women (WSW)

WSW is a mentorship program that links community volunteers with young women clients living in the postnatal residence and in the broader community. Matches are based on cultural identities or other similarities, with the objective of helping the young women and their babies build community awareness and continue to work on achieving their personal and life goals.

Some interesting facts about the program:

- We recruited 21 mentors and made 23 matches, as two mentors were re-matched after the initial match ended.
- The ethno-cultural backgrounds of the majority of the mentors were Caucasian, African Canadian, and South Asian.
- The ethno-cultural background of the majority of the clients was African Canadian (with origins in the West Indies, Nova Scotia or Continental Africa).
- The majority of the mentors became aware of the program through the volunteer orientation sessions or an existing contact with Massey Centre.

- Clients who participated in this program were between the ages of 18 -25 years of age.
- The majority of client participants previously or currently lived in one of Toronto's priority neighbourhoods.
- The majority of the clients in this program had not completed their high school education.
- Top three goals identified by the young women served by this program were: 1) learning to live on their own, 2) learning how to manage money better, and 3) and completing their high school education.

MASSEY CENTRE SECONDARY SCHOOL (Section 23 TDSB)

Two Toronto District School Board teachers provide instruction to students in Math, Science, English and Family Studies. This year many special events and activities were planned to enhance the learning experience.

- Art Therapy Workshops have been running since April.
- Elections Canada provided a speaker in March to prepare students for participation in the federal by-election in the Toronto-Danforth riding.
- Every Tuesday morning a facilitator from Literature for Life conducts a book club for our students. At one session a guest from the Toronto Public Library talked about the Ready for Reading program for young children .
- Five practical cooking "food lab" classes gave hands-on training in recipe preparation, team work, and culinary skills.
- Knitting workshops in November focussed on clothing and community-building skills.
- In December, moms and children celebrated family togetherness through holiday crafts, facepainting, children's films, music and food.
- Students attended performances of Little Red Theatre's "The Snow Queen" production at the Palmerston Library.
- Also in December, after seeing a Young People's Theatre production of "Would You Say The Name of this Play?", a play about issues of racism, homophobia, bullying and resilience, students made thought-provoking and powerful contributions to the Q&A session.



RESIDENTIAL CARE AND TRANSITIONAL HOUSING PROGRAM HIGHLIGHTS 2011/12

Massey Centre's residential and transitional housing program for women as young as 14 and their infants has three phases, allowing them to progress toward independence in stays of up to two years. Residents are required to attend school and take part in Massey Centre programs.

Prenatal Residential Program

The first phase provides activities in a group-living setting for 22 mothers and babies up to 6 months of age.

Postnatal Transitional Housing Program

Mothers graduating from the Prenatal residence are eligible to move on to our second-phase apartment (capacity 20 mothers and babies) and third-phase townhouse facilities (capacity 34 mothers and babies).

Program Highlights

- Case management meetings were restructured to focus on the mental health and relationships within the mother/infant dyad.
- A program logic model to be used in evaluating the Residential Care programs has been created through the generosity of the Ontario Centre for Excellence in Children's Mental Health.
- Internal partnerships with MIMH and Ontario Early Years (OEYC) to were formed to develop the Breakfast Program in the Postnatal Residential Care program.
- Residential Counsellors provided services to 46 clients in our prenatal residential care program and 81 clients in our postnatal transitional housing program.
- Partnerships with external organizations led to services for clients through Central Toronto Youth Services, Children's Aid Society of Toronto, Literature for Life, Jean Tweed Centre, and Oolagen Family Services.
- An Administrative Worker was hired in March 2012 to support the Residential programs.

HEALTHY BIRTH WEIGHTS

The average birth weight for babies of all mothers in the Toronto area is around 3500 grams, and any baby weighing between 2500 to 3500 g is said to have a "healthy birth weight." A healthy birth weight is a good, healthy start in life. Babies in the "healthy" range are less prone to sickness and development issues.

All babies born to mothers in residence at Massey Centre in 2010-11 were in the healthy range.

RESOURCE DEVELOPMENT AND VOLUNTEERING

Funders and volunteers made a strong contribution to Massey Centre this year, and we extend our profound thanks. Here are some examples of their assistance:

- Massey Centre was the beneficiary of three separate golf tournaments in late summer and early fall of 2011. Tournaments held by the Canadian Association of Women Executives and Entrepreneurs (CAWEE), the Ladies' Golf Club of Toronto, and Noia Family and Friends raised almost \$70,000 for Massey Centre programs and services
- Grants from the City of Toronto and a private donor via the Toronto Community Foundation provided funding for Arts for Life/Rhythms of Resilience, an arts-based program for our young mothers and their babies.
- Grants from GreenShield Canada, the Norman and Marian Robertson Charitable Foundation, and Seeds of Hope (the United Church of Canada), provided more than \$50,000 in combined funding for the Maternal Infant Mental Health program.
- Jubilee United Church, members of the Ladies' Golf Club of Toronto, the Diaper Bank, and many other groups and individuals contributed more than 30,000 diapers this year.
- 76 program, event, and governance volunteers provided 1,100 hours of time and expertise to the Massey Centre in 2011.



Presentation of Diapers by Ladies' Golf Club of Toronto

COMMUNITY ENGAGEMENT ACTIVITIES

Toronto-Danforth All-Candidates Meeting

In February, Massey Centre initiated a leadership table with three other East York agencies providing services to children and families. Together we hosted a federal by-election All-Candidates meeting for the Toronto-Danforth riding. Candidates vying for the east-end Toronto seat formerly held by the late NDP Leader Jack Layton were invited to discuss their views and plans on supporting families in this economically diverse ward. The event was held on March 7 at the Eastview Community Centre, and more than 200 citizens attended the session of lively and intelligent discussion.



All-Candidates Meeting, Toronto-Danforth riding

Live Green Project

In summer 2010, Massey Centre received City of Toronto Live Green project funding to plant a garden. This project offered a rare opportunity to beautify the property landscape in a productive way. After consultation with staff and residents, we completed this project in two phases.

In the first, staff worked together to create a fruit and vegetable garden to give the young women and children and families from the community easier access to healthy produce. By choosing to plant on a sunny second floor patio, we succeeded in harvesting a variety of organic fruit and vegetables that were used by programs throughout the agency. The second phase featured an agency-wide October planting day, which drew participants from all programs. We tidied the existing garden areas around Massey Centre's Prenatal and Postnatal buildings, and planted trees, bushes, and bulbs for tulips, lilies and hyacinths to bloom in the spring.

The project encouraged team-building social interaction for staff with co-workers and clients.

North of the Danforth Research Project

In winter 2011, Massey Centre was invited to join South Riverdale Community Health Centre and Woodgreen Community Services in a steering committee created to address the gap in services for residents living in the area north of the Danforth ("NoDa"). The three agencies in this partnership collaborated on a proposal to the Wellesley Institute for funding of a research project and needs assessment of the area bound by Donlands, Broadview, Mortimer and O'Connor.

Funding was granted, and the researcher conducted focus groups, resident interviews and surveys to determine the health and social service needs for area residents and the most effective means of service delivery. With a key focus on the social determinants of health, the Massey Centre is committed to the recommendations outlined in the resulting report. Copies of the report and the executive summary are available through the Massey Centre.

STAFF AND CENTRE HIGHLIGHTS

Information and Technology Support

Compugen Finance Inc., through its Green4Good Program (www.green4good.ca) generously donated 35 desktop and 20 laptop computers, 10 monitors, 10 black-and-white printers, a colour printer, a scanner, and backup and UPS systems – items Massey could not afford to purchase on its own. Since 2010, the Massey Centre has received over \$150,000 in cash and in-kind donations from Green4Good.

“Green4Good is an IT asset re-use and recycling program under Compugen Finance Inc., a wholly owned subsidiary of Compugen Inc. The Green4Good program operates under the guidance of a volunteer Board of Advisors made up of IT and environmental industry leaders.

It is supported by a large team of technical specialists working in the marketing, sales, configuration, logistics and warehousing areas of Compugen Finance in Richmond Hill and at other centres across Canada. Green4Good was recognized in September 2010 as Canada’s Best Green IT program at the Channel Elite Awards ceremony in Toronto.

Green4Good continues to receive praise and recognition, most recently receiving the prestigious ‘Eco System Preservation Award’ at the April, 2011 HP Americas Partner Conference held in Las Vegas.”

Quality Assurance Committee

In 2011 this team of front-line and management staff was formed to champion quality assurance initiatives based on Massey Centre’s Quality Assurance Policy, under the leadership of Gauri Rangel, Manager of Early Learning Centre and Evaluation. With capacity building training and support from a consultant, this team succeeded in producing an Annual Quality Assurance Plan for the Centre.

This year this team planned and implemented a centre-wide client- satisfaction survey process and worked with all program teams to develop a program advisory committee for all the programs. The results of the client satisfaction surveys were shared with clients, staff, management and the board.

Thanks to these staff and management member who made up the team:

Carole Stoeckle	Melissa Furlano
Andrea McDonald	Leyan Gong
DeirdreMcKibbon	Marcia Gilmore
Ashley Murl	Gauri Rangel

CYSIS Resident Expert Committee

After dropping out as a beta site during the piloting phase of this new database supported by the Ministry of Children and Youth Services, Massey Centre is back on-line. We now have a staff-led team that will track and resolve data and other user related issues.

Thanks to all the staff and management who participated on this team:

Ashley Murl
Cindy Chalaris
Gauri Rangel

Michelle Lopes
Marcia Gilmore

ONGOING FUNDERS

Government of Canada

Children's Special Allowances
Canada Summer Jobs

Province of Ontario

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

City of Toronto

Toronto Children's Services
Consolidated Homelessness Prevention Program (HIF)
Community Partnership & Investment Program (CSP)
Investing in Neighbourhoods
Live Green Community Investment Program
Drug Prevention Community Investment Program

Churches

Toronto United Church Council

KIDS UP FRONT

This organization provides donated tickets to arts, sports, culture and recreation events to children and youth who do not normally have access, through agencies such as Massey Centre. Over the past year, it has supplied tickets to Leafs and Blue Jays games, pop and classical concerts, family comedy shows, dramas, musicals, the CNE, and Ontario Place. This generosity lets our clients take their toddlers to a show or share a night out with friends at events well beyond their financial means.

Anyone who attends sports events or concerts knows the excitement and value of live entertainment—and also the cost. Kids Up Front gave Massey Centre 542 tickets last year with a box office value of more than \$28,000.



MASSEY CENTRE STAFF 2011/12

Management Team

Ekua Asabea Blair
Bhanu Raja
Allison Clarke
Cheryl Denomy
Treisha Hylton*
Michelle Lopes
Jasmina Pilasanovic
Gauri Rangel
Gail Rogers

Accounting

Jeya Ananda
Kaushi Muhunthan

Administration

Selma Havus
Meenakshi John*
Elizabeth MacLean
Ashley Murl
Michelle Go-Montegrejo
Cristina Rabbani*
Ruth Taylor
Lisa Van Krieken*

Community

Cindy Chalaris

Early Learning Centre

Dora Flores
Suzanne Gale
Celina Jurkiewicz
Zahra Mahdavi-Delcheh
Dawne McKenzie

David Roberts
Wendy Saunders
Hamina Shamsi
Margaret Smeelen
Carole Stoeckle
Elaine Tomlinson-Brisett
Greta Zguri

Maintenance

David Bradley
Ian MacGregor

Maternal Infant Mental Health

Natalie Bailey*
Catharine Grossi
Jennifer Green
Deirdre McKibbin
Lorey Younger*

Ontario Early Years

Shamsi Amirpour
Leyan Gong
Jerry Lee

Prenatal

Flora Adebayo
Nafisa Ahadi*
Melissa Furlano
Wilcena Holder
Khadijeh Khorramshahi

Aleema Khan
Cecilia Paul
Tabby Kazmi
Nevilla Stapleton-Street
Janice Henry
Marjorie Riley

Postnatal

Veveen Black-Eke
Yolanda Bowyer
Geneve Francis
Novlet Gordon-Wallace
Darlene Guillet
Andrea McDonald
Stacy-Ann Williams

TDSB High School Teachers

John Gibson
Brittany Knight
Dianne Whittall*

* left prior to end of fiscal year

FINANCIAL SNAPSHOT
for the Fiscal Year Ended March 31, 2012

Sources of Revenue

Grants – Province of Ontario	\$ 2,310,880
– City of Toronto	965,030
– Government of Canada	<u>8,722</u>
	3,284,632
Fundraising	274,575
Residents’ rent and parents’ child care fees	173,393
Amortization of deferred capital contributions	146,690
Special projects	108,494
Interest and other income	<u>35,640</u>
Total	<u>\$ 4,023,424</u>

Allocation of expenses

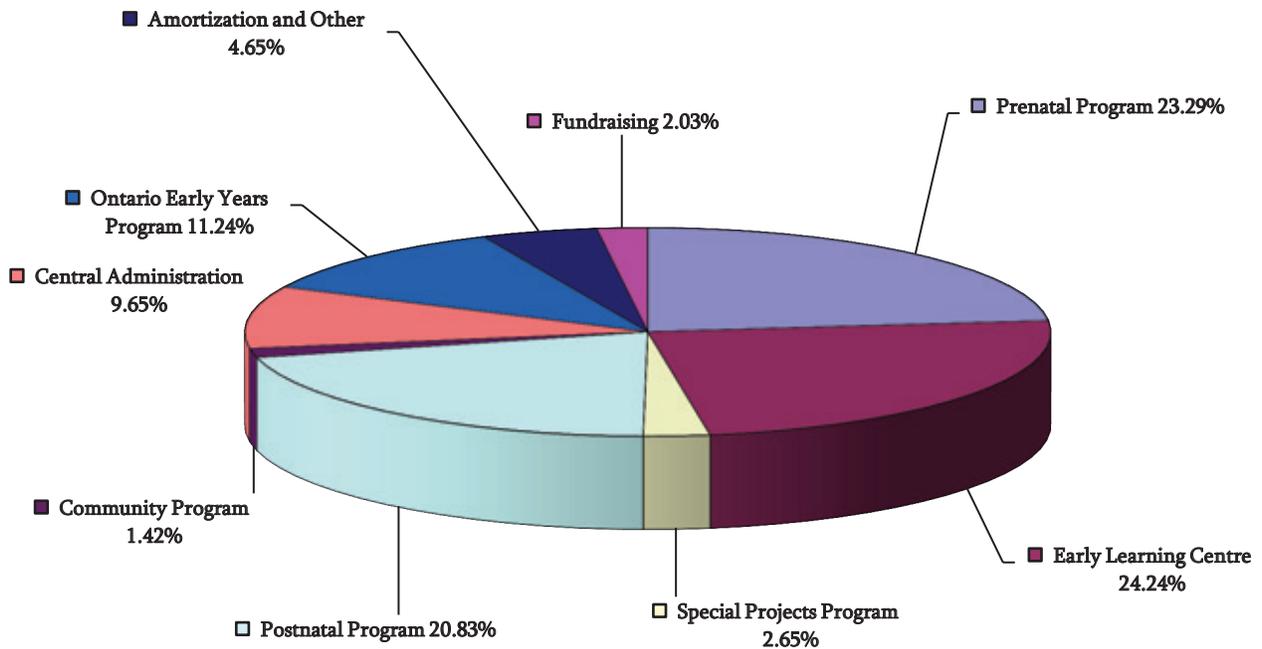
Salaries, wages and employee benefits	\$ 2,663,245
Occupancy expenses	358,902
Amortization	321,759
Client needs	185,921
Administration	161,109
Special projects	108,494
Interest on mortgage	89,919
Training, Recruitment and travel	26,502
Total	<u>\$ 3,915,851</u>

Excess of revenue over expenses **\$ 107,573**

to receive a copy of the complete audited financial statements,
contact Massey Centre at 416-425-6348 or via e-mail at info@massey.ca

MASSEY BY THE NUMBERS

Expenditure by Program



Prenatal Program	\$ 911,966
Early Learning Centre	948,960
Postnatal Program	815,485
Community Program	55,634
Central Administration	377,829
Ontario Early Years	439,889
Special Projects	103,634
Amortization and Other	182,007
Fundraising	<u>79,625</u>
Total	3,915,029
Expenses through reserve fund	<u>822</u>
Total	<u>\$ 3,915,851</u>

If everyone is moving forward together, then success takes care of itself.
Henry Ford

If we are together nothing is impossible. If we are divided, all will fall.
Sir Winston Churchill

OUR PARTNERS IN SERVICE

The Massey Centre for Women thanks the following agencies, organizations, planning tables and groups for the support and guidance they have provided to us and those we serve:

Bloorview Children's Hospital
Catholic Children's Aid Society of Toronto
Centennial Infant and Child Centre
Central Toronto Youth Services
Child Development Institutes
Children's Aid Society of Toronto
City Kids
City of Toronto
Drug Prevention Community Investment Program (DPCIP)
District Child Care Advisory Committee
East End Network Community
Family Resource Programs Canada
Family Supports Institute Ontario
George Brown College
Hospital for Sick Children
Human Resources and Skills Development Canada
Inclusion Resource Networks
The Jean Tweed Centre
Literature for Life
Mennonite New Life Centre
Newcomer Women's Services
NoDa (North of the Danforth) Steering Committee
Ontario Association of Child, Youth and Young Parent Centres
Ontario Centre for Excellence in Children's Mental Health
Ontario Coalition for Better Child Care
Oolagen Family Services
Optimal Outcomes
Ryerson University
School for Art Therapy
SEAS Centre Newcomer and Cultural Services
South Quadrant Ontario Early Years Centres
South Riverdale Community Health Centre
Surrey Place
The Toronto Danforth Satellite Partners
Toronto and Catholic District School Boards
Toronto Danforth Riding Advisory Committee
Toronto Early Years Centre
Toronto East Local Immigration Partnership
Toronto Public Health
Toronto-Danforth Provincial All Candidates' Meeting Committee

**MASSEY CENTRE
PROGRAM AND SERVICE STATISTICS**

Days of care and Client contacts: 42, 209

**Clients (pregnant teens, young mothers and their babies,
adult parents, caregivers and children served: 2,366**

Active volunteers: 100

Volunteer hours: 1, 615





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