

CANADIAN MENTAL HEALTH ASSOCIATION OTTAWA

ANNUAL REPORT 2021–2022



Canadian Mental
Health Association
Ottawa
Mental health for all

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ON THE COVER

April 21, 2021: Nursing manager Joanne Haddad prepares a dose of the COVID-19 vaccine at the inaugural vaccination clinic event at CMHA Ottawa. In 2021-22, the agency established a dedicated clinic space on the first floor of its building in Vanier, which, among other purposes, was the site of the agency’s COVID-19 vaccination clinic series for clients and the clients of partner agencies. Ottawa Inner City Health, Ottawa Public Health and Ottawa Salus Corp. were also instrumental in the project.

A MESSAGE FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR

The 2021-22 annual report is a time to look back over the 12 months that ended on March 31, 2022.

For another year, Covid-19 has dominated our work and our lives. The clients, staff, and volunteers of CMHA Ottawa have continued to make the best of the situation and adapted our services and operations to best serve the needs of our community at this time. This has meant a profound appreciation of – and increased reliance on – technology, requiring us to operate in virtual mediums to a significant degree. While the adaptations haven't always been easy and some limitations do exist, our services continue to be in high demand allowing clients to achieve life-changing results.

The world around us is certainly changing and not always for the better. The impact of Covid-19 can be felt across the health care system, the accompanying housing crisis has left more and more people homeless, frustration and anger seem to be mounting across our communities, and tensions have been palpable at times. This makes the challenge of coping with mental illness doubly difficult and the support and services we offer more needed than ever.

Some of the special measures we put in place to overcome these hurdles included expanding our cellphone and internet programs so individuals could stay connected with a more isolating world; expanding our communication efforts in conjunction with Peer Engagement Advisory Council (PEAC) to reach clients, past and present; and taking on special projects to help clients and the community to have easier access to additional physical health supports (Covid-19 clinics, flu shot clinics, physical safety supports and advice – to name a few). We continue to explore ways to better use the space we are in – we had barely settled into our newly

renovated building when Covid-19 first struck and changed the nature of the work we do.

We revitalized our Strategic Plan over the past 18 months and firmly set directions and reinforced our foundational values for the next three years. These will guide the decisions we make as an organization, and the services we provide in an uncertain and evolving world. We also continue to test ourselves and hold ourselves to the highest standards. Once again the organization can proudly say it has passed the Accreditation process with flying colours.

Research and evaluation of our work has always been a part of our operations and this year was exceptional in the number and quality of projects undertaken. Our housing program, our reporting systems, and the strength-based case management approach we use were among a number of significant research efforts. Our training and development efforts shifted to a Covid-safe approach and established firm footing for staff with additional skills and expertise.

Overall operations and corporate management were robust and resilient throughout the year, with a strong financial position at year end. Recruitment and retention of exceptional staff remains a hallmark of CMHA Ottawa, as new staff join seasoned staff with exceptional levels of dedication and skills. We offer our profound appreciation to this talented group.

To the 14 members who volunteer on our Board of Directors, a heartfelt thanks – your wisdom and guidance provides long-range governance rooted in the experience and needs of our community, and is an invaluable combination. To volunteers elsewhere in our organization, your commitment inspires us and your efforts have proven invaluable. And finally to the

clients of CMHA Ottawa, your strength and resiliency is moving. To be a part of the effort you make each and every day under the harshest of conditions is a profound privilege.

The years ahead will be challenging as we struggle to cope with damages resulting from the pandemic, the changes in mental health care, and the uncertainty of a shifting and fragile social safety net.

Nabanita Giri
President of the Board of Directors,
CMHA Ottawa



Tim Simboli
Executive Director,
CMHA Ottawa



BOARD OF DIRECTORS

President: Nabanita Giri, MPA

Vice-President: Peter Donnelly

Treasurer: Vincent Trottier, BComm, CPA, CA

Secretary: Admir Minarolli

Past-President: John James, BA

Directors:

Mary Bartram, PhD, RSW

Shannon Black, MSW

Jette Haswell, MSW, RSW

Stéphanie Leclerc, BSW (resigned mid-year)

Stacy Moreau, BA Psych, M Ed

Aoife Sheahan, M. Sc., BA Psych

Lynne Vail, MA, BA (Hon)

Martin Vervoort, LLB

Philip C. Wilson, SHRP, ICD.D

Tim Simboli, PhD | **Executive Director**

VISION, MISSION AND VALUES



VISION

We work to develop a community that values everyone's human dignity, mental health and well-being.



MISSION

Our purpose is to:

- Offer evidence-informed services for individuals experiencing mental illness and/or substance use disorder
- Promote positive mental health for all
- Promote an integrated system of mental health services in collaboration with clients, families, service providers and other stakeholders



VALUES

We are guided by our commitment to:

Social Responsibility: A shared obligation to inform, educate and support our community in the understanding and prevention of mental illness, the reduction of stigma, and the promotion of mental health, and to broadly enhance respect and care for individuals experiencing mental illness.

Social Justice: The right of all individuals to be treated equitably and fairly, to have freedom of choice, and to have their personal privacy respected.

Social Inclusion: All individuals have a right to full participation in our society and to have access to human necessities of a home, social connections, occupational pursuits, and necessary health care.

Anti-Oppression: A commitment to identify, challenge, and change the values, structures and behaviours that perpetuate systemic racism and other forms of societal oppressions.

Self Determination: The rights of individuals to be involved in all decisions that affect them and to have the knowledge, experience, and opportunity to contribute significantly to the development of their service plans, the processes by which they are provided, and their objectives.

FINDING SATISFACTION IN LIFE – MEET TANEETA

A former client of CMHA Ottawa has come full circle from being a young person in crisis to someone who provides a safe space for youth in crisis

In 2017, Taneeta (pronouns: they/them) was in and out of hospital for their mental health concerns. They were a regular visitor to the emergency room for depressive symptoms, suicidal ideation and attempted suicide.

At the time 19 years old, Taneeta was not optimistic about their future. They were a self-described “hell-spawn” when they received an offer of case management services from a CMHA Ottawa youth outreach worker.

“*At the start of my partnership with CMHA, I was one of those people who genuinely thought I wouldn’t make it to 25 and be happy,” says Taneeta, “or at least satisfied.*”

Although they were nervous and hesitant at the time—not knowing what to expect from community-based mental health services—they accepted the offer. Five years later, leading a satisfying life and working part-time with young people, Taneeta is happy they took the opportunity.

It was good fortune that CMHA and Taneeta found each other. As someone who had stable housing and some existing familial support at the time of their intake, they did not fit the most common demographic of outreach client (normally characterized as persons experiencing chronic homelessness in addition to severe and persistent mental illness and substance use).

Ideally, individuals in Taneeta’s situation might be more likely to enter service through the Familiar Faces program, or else be found on the Mental Health Community Support Services waiting list, which often takes years.

It took some time for Taneeta to find a groove with the agency. Over the course of their relationship with CMHA Ottawa, Taneeta moved from worker to worker a few times. For example, their first worker went on maternity leave just as the two were beginning to form a bond.

Progress was made little by little. Taneeta says it took a lot of patience on the part of their workers, who would need to adapt to their communication style—Taneeta was closed off and tenacious.

Eventually, they met their match and were connected with Melanie S., the community support worker who would later go on to lead Taneeta to graduation from service.



“I wasn’t too keen on building another relationship at first,” says Taneeta. “I was a little more forward than I’d been at the beginning, but not necessarily open.”

Fortunately, Mel was tenacious too. She stuck with Taneeta and helped guide them to a place where they became more comfortable expressing their thoughts and feelings, which proved to be a key part of their recovery.

“It took quite a bit of time for Taneeta to build enough trust to let their guard down,” says Mel. “Once we established some rapport, I was able step back more and more, from guiding the support to where Taneeta was then able to take the lead.”

Taneeta’s hard work led to continued breakthroughs. They began to see the rewards that come from challenging oneself and setting goals.

During their time with CMHA Ottawa, Taneeta also took advantage of some of the additional services offered to clients of the agency, like Dialectical Behaviour Therapy (DBT) and nursing services. But it wasn’t always easy.

“It was so hard to get motivated to go out and do things,” says Taneeta. “I spent a lot of time figuring out the things that make my life a life worth living. Which was something that Mel used to reiterate constantly.”

As a worker, Mel believes in the spirit of motivational interviewing, strengths-based case management and trauma-informed care.

Taneeta began to show more and more independence and doing exceptionally well.

Now five years later and graduated from service, Taneeta is on track to get their university degree, studying childhood and youth studies with a double minor in psychology and American Sign Language at Carleton University. They have a partner, two jobs, two cats and they’re a foster parent for dogs.

Taneeta is into hiking and camping. They make time for friends (something they never used to do).

And most importantly, Taneeta has found their calling: working with young people. They’re currently employed at the Western Ottawa Community Resource Centre providing group services for youth aged 12-17.

Taneeta has come full circle from being a young person in crisis to a professional who provides a safe space for young people in crisis—a rewarding experience and solid first step toward a bright career ahead.

“I absolutely adore my job,” says Taneeta. “I want to be the person in these youths’ lives that I didn’t have when I was their age.”

Having started from a low place, received some help and worked very hard to get to a good place in life, Taneeta has a message for those who feel hopeless, like they did five short years ago:

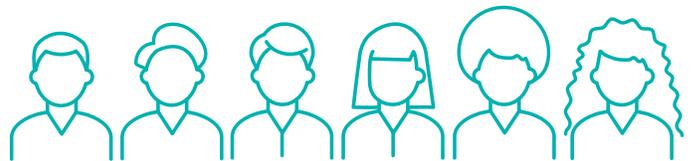
“No matter how shitty you feel, and trust me, I know how shitty you feel—I’ve been at the absolute lowest point you can get—there is still hope,” says Taneeta. “Even though it doesn’t feel like it—and you’re going to want to kick everybody who says things like ‘there’s still hope’ (Taneeta laughs)—there is hope! I’ve made it to 25 and I’m doing OK!”

“*If I looked back on the previous me and told myself, ‘Hey, you’re 25 and you’re kinda killin’ it’, I wouldn’t believe me for a second,’ they continue. “There really is a future in which you can be satisfied. If not happy, satisfied. I would like to say I’m making my way towards happiness. ”*

STRATEGIC PLAN

To meet the current and emerging challenges facing our communities, at CMHA Ottawa we will be:

- **People-focused:** We are driven at all times by a deep concern for the people we serve, the community, and the people involved in our work.
- **Values-driven:** Our organization is profoundly and demonstrably rooted in its stated values.
- **Innovative:** We will enthusiastically and purposefully explore and implement new and improved approaches to services and best practices while surpassing our current exceptional level of quality.
- **Sound Stewards:** We will responsibly use public funds, respect our public trust, and ensure organizational excellence at all levels.
- **Effective Leaders:** Our leadership will offer support and direction for our staff, our community and the mental health and addictions service sector, in the style of the servant-leader.



PROGRAMS AND SERVICES

DIRECT SERVICE

CMHA Ottawa case management services provide intensive long-term supports for individuals living with severe and persistent mental illness who are experiencing chronic homelessness or may be at risk of homelessness. They may have a concurrent disorder (mental health diagnosis and problematic substance use) or be involved with the justice system.

Community support workers and clients work together to develop goals and plan for an eventual transition out of services and into the community.

MENTAL HEALTH COMMUNITY SUPPORT SERVICES – CASE MANAGEMENT

CMHA Ottawa is the entry point for mental health case management services in the Ottawa area.

CMHA Ottawa co-ordinates all Mental Health Community Support Services (MHCSS) for the Champlain region, providing a central access point for intensive case management (ICM) in the Ottawa area, which is provided by a consortium of local agencies. This consortium (the MHCSS partners) strives to provide age-, language-, culture- and program-specific access to ICM for qualifying people with a severe and persistent mental illness in the Ottawa area, and promotes continuity of services, increases autonomy and enriches the quality of life for the people who receive those services.

MHCSS CENTRAL INTAKE

291 referrals received

539 individuals waiting for ICM through MHCSS

113 individuals transferred to ICM

20 individuals transferred to CMHA Ottawa outreach programs

4 individuals transferred to CMHA Ottawa system navigation

MHCSS INTENSIVE CASE MANAGEMENT

523 CMHA Ottawa

232 Ottawa Salus Corporation

162 Sandy Hill Community Health Centre

27 Somerset West Community Health Centre

64 Upstream Ottawa

ADDITIONAL MHCSS PARTNERS

Montfort Renaissance

The Royal Ottawa Mental Health Centre

CMHA Champlain East

Pembroke Regional Hospital

North Lanark Community Centre

FAMILIAR FACES

5,821 hours of service (Familiar Faces and system navigation: 5,060 direct hours and 761 indirect hours)

The Familiar Faces program supports individuals who frequently present themselves to hospital emergency departments for mental illness or problematic substance use issues.

In 2021-22, the Familiar Faces team received **2,758** e-triggers from hospital emergency departments—which prompts an offer of CMHA services—resulting in **189** individuals who received support from system navigation (three months of assistance from CMHA Ottawa system navigators, who help connect individuals with relevant community services and more). Of those, **134** individuals needed longer-term support and were referred to the transitional case management team.



SYSTEM NAVIGATION

System navigators provide information, support and assistance to individuals living with a mental illness, their families and health service providers, providing high-quality, comprehensive information on community mental health resources and services.

5,363 contacts were provided system navigation support.



HOUSING

In 2021-22, CMHA Ottawa administered **443** provincially-funded rent supplements, meaning that 296 clients of CMHA Ottawa and **147** MHCSS and Assertive Community Treatment Team (ACTT) clients who were previously homeless or vulnerably-housed now have affordable housing.

Of these rent supplements, **99** were specifically supporting clients experiencing problematic substance use and **27** were dedicated to clients involved with the justice system.



40 condominium units owned by CMHA Ottawa house clients and former clients.

OUTREACH SERVICES

CMHA Ottawa outreach services help individuals with complex needs and mental illness in developing goals and connecting with ongoing supports to maintain housing and stability. At CMHA Ottawa, there are three types of outreach services: court, hospital and housing.

COURT OUTREACH

 **7,199** hours of service
(6,501 direct hours and 698 indirect hours)

 **333** individuals involved in the justice system received services (referrals from mental health court and the community).

HOSPITAL OUTREACH

 **3,161** hours of service
(3,061 direct hours and 100 indirect hours)

 **120** clients were discharged from hospital into the community.

HOUSING OUTREACH

 **7,473** hours of service
(5,761 direct hours and 1,712 indirect hours)

 **234** individuals experiencing chronic homelessness were helped by the housing outreach team to find and/or maintain permanent housing.

Below - December 2021: Some of the CMHA Ottawa elves prepare to deliver a hot holiday meal to clients of the agency for the second annual virtual holiday celebration.



SPECIALTY SERVICES

EMPLOYMENT CASE MANAGEMENT

The CMHA Ottawa At Work employment program was a supported employment program for individuals living with mental illness who wanted to find competitive employment in their community. It was part of a national CMHA collaboration delivered in 13 communities across Canada, headed by the CMHA Toronto Branch.

In 2021-22, the final year of the program for CMHA Ottawa, **117** clients were supported in preparing for and finding competitive employment opportunities matched to each client's skills, abilities, education and interests.

DUAL DIAGNOSIS



1,351 direct hours

487 indirect hours

Over the course of **1,838** hours of service, **29** individuals who have a mental illness in addition to an intellectual and/or developmental disability (dual diagnosis), received services from the dual diagnosis case management team, and an additional **24** individuals received dual diagnosis justice case management services.



NURSING AND HEALTH



232 direct contacts

114 indirect contacts

CMHA Ottawa's registered nurses and nurse practitioners provided support to staff and **161** clients, promoting mental and physical wellness, rehabilitation and recovery.

The CMHA Ottawa nursing team was also instrumental in the agency's management of the COVID-19 pandemic, including a series of vaccination events held on-site at the CMHA Ottawa building at 311 McArthur Ave. in its newly-renovated clinic space. In partnership with Ottawa Inner City Health and Ottawa Public Health, these clinics provided the COVID-19 vaccine to clients of the agency and its partners in a low-barrier, supportive setting.

The nursing and concurrent disorders teams recorded **346** contacts from clients for smoking cessation/nicotine replacement therapy (provided through the provincially-funded STOP program).

YOUTH IN TRANSITION

In 2021-22, the CMHA Ottawa Youth in Transition team served **65** clients. The Youth in Transition team serves clients aged 16–24, with priority given to youth experiencing chronic homelessness.

PEER SUPPORT

Ninety-three clients received support from the peer team, benefiting from the unique kind of wisdom and understanding that can only be provided by a person with lived experience—whether in a virtual group setting or one-on-one.

PEER ENGAGEMENT ADVISORY COUNCIL

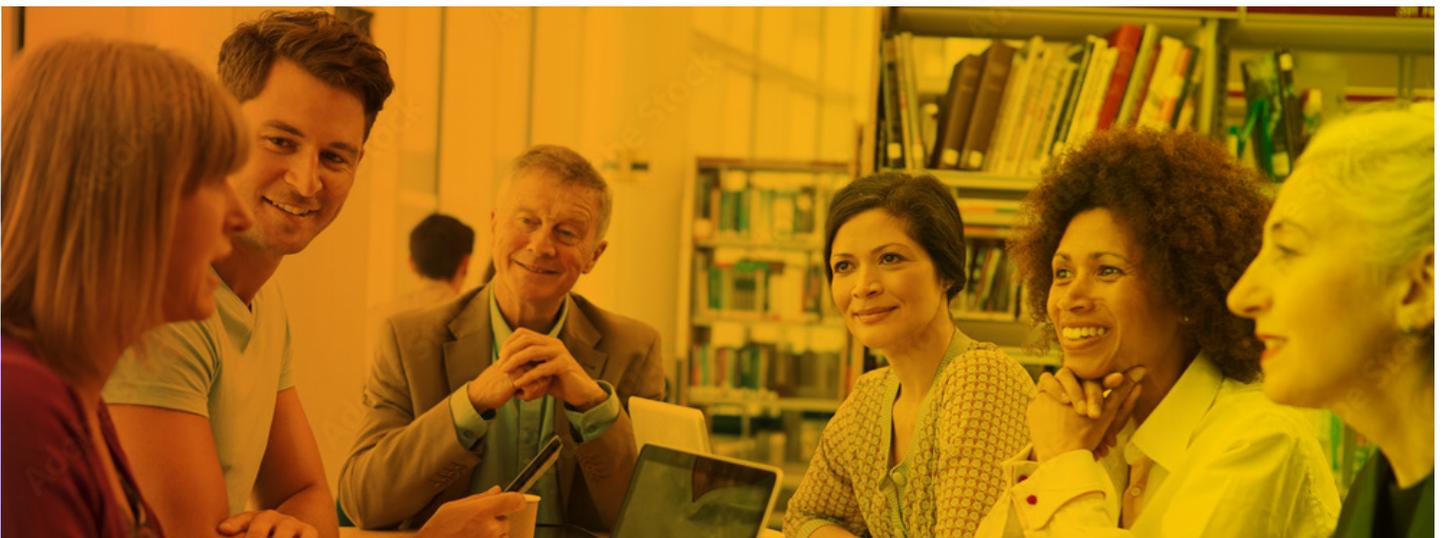
The Peer Engagement Advisory Council (PEAC) is a group of clients, family/loved ones and CMHA Ottawa staff who meet regularly to advise and support CMHA Ottawa to be the best that it can be.

PEAC provides a forum for clients and families to voice their opinions regarding services and to participate in opportunities to improve the quality, safety and outcomes of CMHA Ottawa services. It encourages client engagement and person-centred care in all aspects of the agency: at the service delivery level, the policy level and the mental-health-care-system level.

PEAC promotes opportunities for collaboration among clients, families, management, staff and the board of CMHA Ottawa.

Client and family member advisors are either currently receiving services/have a loved one receiving services or have received services from CMHA Ottawa in the past. They can speak directly from their own lived experience and appreciate the broader perspectives of other clients and family while they advise and participate in PEAC activities.

In 2021-22, members of PEAC were instrumental in the accreditation process at CMHA Ottawa, process mapping, the launch of *The New Leaf* e-newsletter for clients, provided feedback and advice to the Ottawa Paramedic Service on ways to adapt and improve their services in responding to mental health calls, and much more.



RECOVERY COLLEGE

Recovery College is a series of virtual and in-person workshops on topics related to personal recovery in mental health and well-being. The program is peer-led and available to clients of CMHA Ottawa. The weekly workshops provide an accessible and innovative learning experience where participants can attend free courses, webinars and events to learn, gain new skills and connect with others in the community.

The course curriculum is unique: it is developed by subject experts and mental health professionals, working together with people who have their own experience in personal recovery. The program launched at CMHA Ottawa in early 2022.

THE NEW LEAF

The New Leaf is an email newsletter available to CMHA Ottawa clients and peers. It provides readers with opportunities, resources, information, news and inspiration to assist in their mental health journey. The newsletter is created bi-monthly by the agency's communications subcommittee, composed of staff and members of PEAC. It launched in 2021. Its name, *The New Leaf*, signifies optimism and change.



July 2021: IT client support staff Scott Welbourne and Curtis Birtch were an invaluable resource for clients of CMHA Ottawa during the pandemic. They helped countless clients of the agency in adapting to the virtual world, getting them connected and familiar with their devices—ultimately helping to connect clients with necessary medical, social and recreational supports.

COUNSELLING SERVICES

CONCURRENT DISORDER TREATMENT PROGRAM

The Concurrent Disorder (CD) Treatment Program serves clients of the agency with co-occurring mental health and substance use disorders. It operates through a purchase of service agreement with community addiction treatment agencies.

In 2021-22, **234** clients received integrated treatment. Delivered in a group setting, activities include Cognitive Behavioural Therapy (CBT) for post-traumatic stress disorder (PTSD) and addictions; women's, men's and mixed groups; building social skills; and more. The CD team also offers harm reduction outreach and care, and operates a smoking cessation program. Other therapeutic concerns are treated by the CD team using a CBT and motivational interviewing model. These include depression and other anxiety disorders (such as panic, generalized anxiety, social, obsessive compulsive disorder (OCD), etc.).

Each 1.5-hour weekly CD group runs for approximately three months and is ideal for participants searching for community connection, to better understand the relationship between their substance use and mental health, to learn evidence-based coping strategies, and who are feeling ready to take steps toward change.



ONTARIO STRUCTURED PSYCHOTHERAPY

In partnership with The Royal Ottawa Hospital, **117** individuals experiencing depressive and anxiety disorders, obsessive compulsive disorder and post-traumatic stress disorder received one-on-one Cognitive Behavioural Therapy (CBT) through the Ontario Structured Psychotherapy (OSP) program.

DIALECTICAL BEHAVIOUR THERAPY

The Dialectical Behaviour Therapy (DBT) program helped **121** clients who have challenges in managing emotions. Through DBT, clients learn effective problem-solving skills that help them in meeting their long-term goals and in reducing impulsive behaviours such as substance use and self-harm, problematic relationships, social isolation, low self-efficacy and generalized emotional vulnerability.

The topics covered in all DBT groups include emotional regulation, distress tolerance, core mindfulness and interpersonal effectiveness. There is one DBT group offered to CMHA clients that specifically targets substance use (DBT-S).

The 2021-22 DBT groups included Core Mindfulness (12 weeks), Working with Emotions (12 weeks) and DBT Full (six months). The last group involves one hour of individual therapy with a staff member who has foundational training in the DBT model.

LEARNING AND PROFESSIONAL DEVELOPMENT

CMHA Ottawa provides various educational and professional development programs to staff and to the community at large within the National Capital Region. Similar to the 2020-21 season, the learning team delivered the vast majority of its training through Zoom in 2021-22. In spring 2022, we began to test some in-person training with COVID-19 protocols in place and expanded that in June where we delivered our first public sessions again after two years!

This year, we engaged three newly-minted trainers into the world of crisis intervention and ran eight sessions over the course of the year for all CMHA Ottawa staff. The program was successful virtually and we will be running it on a regular basis again in September. The trainers were certified through the Canadian Training Institute and have been recertified for the upcoming season.

This year, we also added a number of self-paced eLearning modules to the course catalog that can be accessed 24-7 through the talent management system. Some of these programs include Infection

Prevention & Control, as well as a new Indigenous Canada course.

Our new leadership training started in 2022, as did the kickoff of the clinical supervision training for our managers and directors. At this time, all managers and directors have taken part in the first two sessions of Clinical Supervision, and we will be running the remaining six sessions over the fall and winter. In addition to that, we will be running six sessions of Leadership Fundamentals with Colleen Marshall, also through the fall and winter.

We continued to use SurveyMonkey for all our post-course surveys and were able to provide visual data and feedback to not only our trainers but to organizations who engage with us for private training events. We used the tool for additional surveys on behalf of CMHA Ottawa and continue to leverage its power to keep us and other team members informed on key data points. Our training programs continue to rate high even through the pandemic, with average ratings for our programs between a 4.5/5 or 4.8/5.



LEARNING & DEVELOPMENT BREAKDOWN 2021-22

TRAINING DELIVERED TO CMHA STAFF

- 🎓 Number of unique training programs offered: **44**
- 📅 Number of total sessions: **61**
- 👤 Total number of participants: **511**
- 🕒 Total hours of training delivered: **280**

TRAINING DELIVERED TO PUBLIC PARTICIPANTS

- 🎓 Number of unique training programs offered: **3**
- 📅 Number of total sessions: **11**
- 👤 Total number of participants (includes some staff members): **136**
- 🕒 Total hours of training delivered to public/CMHA staff: **105**

TRAINING DELIVERED PRIVATELY TO EXTERNAL ORGANIZATIONS

- 🎓 Number of unique training programs offered: **5**
- 📅 Number of total sessions: **45**
- 👤 Total number of participants: **772**
- 🕒 Total hours of training delivered: **150**

TRAINER DATA

- 🕒 Number of hours our in-house trainers spent training in 2021-22: **470**
- 🕒 Number of hours CMHA contract trainers spent training in 2021-22: **180**

ONLINE TRAINING (available 24-7)

- 🎓 Number of unique online training programs available to staff: **40**
- 📁 Number of programs “completions” by staff: **279**
- 🕒 Number of hours of training via online modules completed by staff: **25,111**



FINANCIAL REPORT

Sources of Revenue

■ Province of Ontario	\$17,312,072
■ City of Ottawa	\$1,711,027
■ Other programs	\$2,439,989

TOTAL \$21,463,088



Sources of Expenses

■ Salaries and Benefits	\$13,404,355
■ Building and Grounds	\$4,152,971
■ Supplies and Other	\$3,475,043

TOTAL \$21,032,369



CANADIAN MENTAL HEALTH ASSOCIATION OTTAWA

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