



Canadian Mental
Health Association
Ottawa
Mental health for all

ANNUAL REPORT
2022
2023

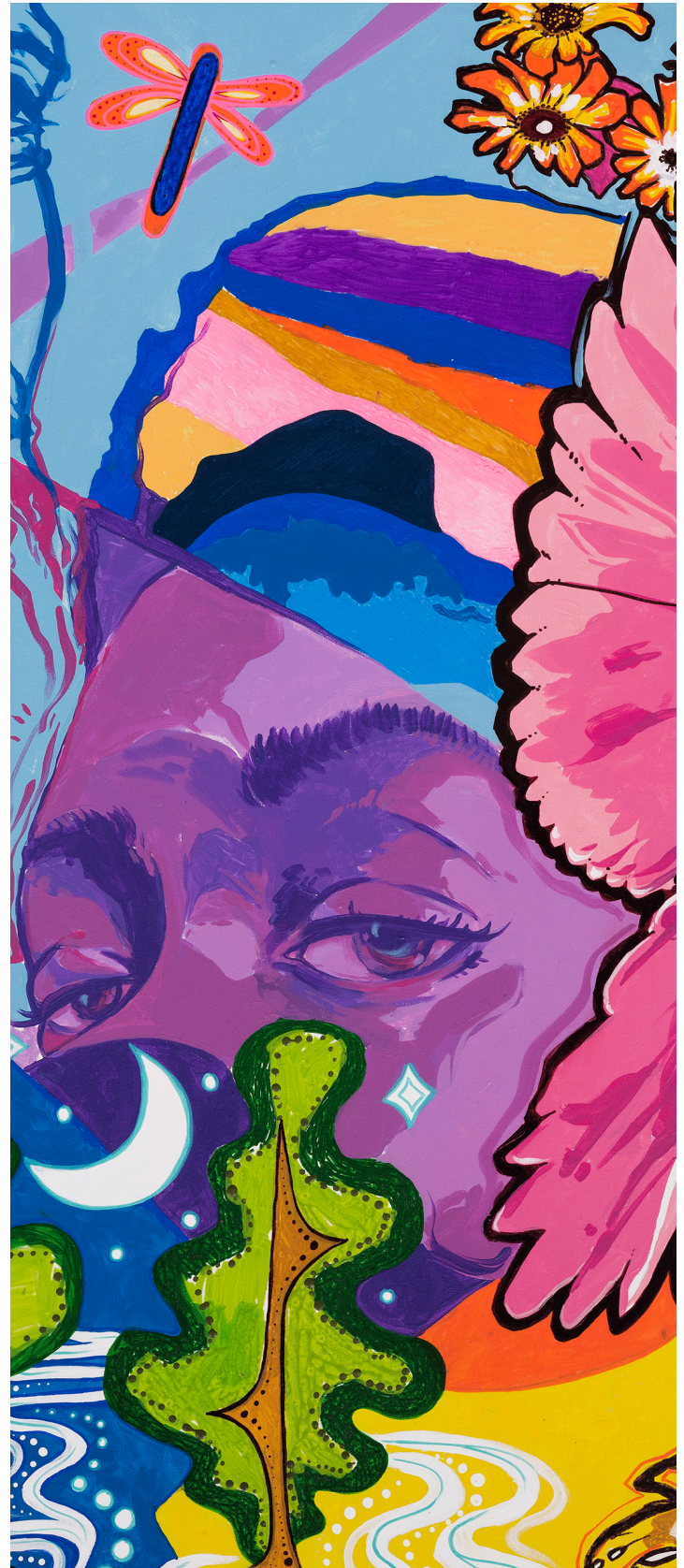


**CANADIAN MENTAL
HEALTH ASSOCIATION
OTTAWA**

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On the cover: Emmanuel Girard, Systems Navigator, and Erin, at the annual holiday celebration.



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A MESSAGE FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR

The 2022/2023 fiscal year was one that saw the easing of the Covid-19 pandemic and the slow return to a complicated 'normal'. Our offices slowly re-opened and got back to business, with clients able to access our building almost fully by year end. Our services shifted from a reliance on virtual connections to more and more in-person contacts. Although subdued, we had our first holiday party in three years and our first staff wellness day – albeit outside on a lovely fall afternoon. Everyone, whether client, staff, or Board member, remarked on how much pleasure they found in normal in-person meetings.

Meanwhile, across this city we were seeing unprecedented levels of need and disruption. The housing crisis – especially for our clients – is catastrophic. The opioid and fentanyl dangers are deadly and increasing beyond anyone's experience. Dangers and violence exist or have increased for our clients. Yet the capacity to serve the people of our community remains stagnant.

We maintained our levels of service throughout the pandemic and saw only a slight drop-off primarily due to staffing vacancies. The pace of hiring returned to near normal in the second half of the fiscal year, and throughout, we continued to attract excellent candidates to join our exceptional team of staff. We enjoy a healthy reputation as an 'employer of choice' amongst mental health service providers.

The Board had an exceptionally busy year as it tried to cope with the deep, foundational changes in the health care system and particularly the mental health sector. We continued our pace towards our strategic objectives and the Board's plan to place us in a position to respond strongly to the evolving environment. Most notable among these was our expanded role in community networks, our strides towards more evidence-based practices, our investments in our managerial/supervisory staff, and exemplary fiscal responsibility.

The evolution of our staffing structure continued with a new model for our human resources and financial departments, newly staffing several key positions, and the preparations to replace the retiring Executive Director, Dr. Tim Simboli. (As the year ended, the Board had in fact found an exceptional replacement in Dr. Susan Farrell, who will begin in July 2023.) While the Board was conducting the ED search it maintained its ambitious schedule of regular activities in operating a significant corporate entity; reviewing reports, conducting the audit, overseeing the operations, and diving deep into our role and relationships within the community mental health sector.

Our most critical asset – what sets this organization apart – is the talent and dedication of its staff. Daily, they achieve extraordinary results under extremely difficult circumstances. During the past year we wrapped up a lengthy process to negotiate a new collective agreement with our bargaining unit, and both union and management teams deserve our gratitude for conducting negotiations under difficult, changing, and often confusing circumstances.

We'd like to end our comments with a note of recognition and appreciation for our clients. Often we find ourselves amazed at the tremendous strides that are made in recovering and building a life. The commitment and sheer stubbornness of our clients to not give up, and to fight under awful conditions, inspires us and gives life to this agency. Thank you, everyone.



Nabanita Giri
President of the Board



Tim Simboli
Executive Director



P.S. from Tim – It has been a wonderful 12 years and the honour of my lifetime. Thank you to each and every person I met along the way.

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:

Jessica Adley

Mary Bartram

Shannon Black, MSW

Matthew Gilmour

Jette Haswell, MSW, RSW

Marya Jaleel, MPH

Chris Macaulay

Aoife Sheahan, M. Sc., BA Psych.

Lynne Vail, MA, BA (Hon)

EXECUTIVE DIRECTOR:

Tim Simboli, PhD

VISION, MISSION, 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.

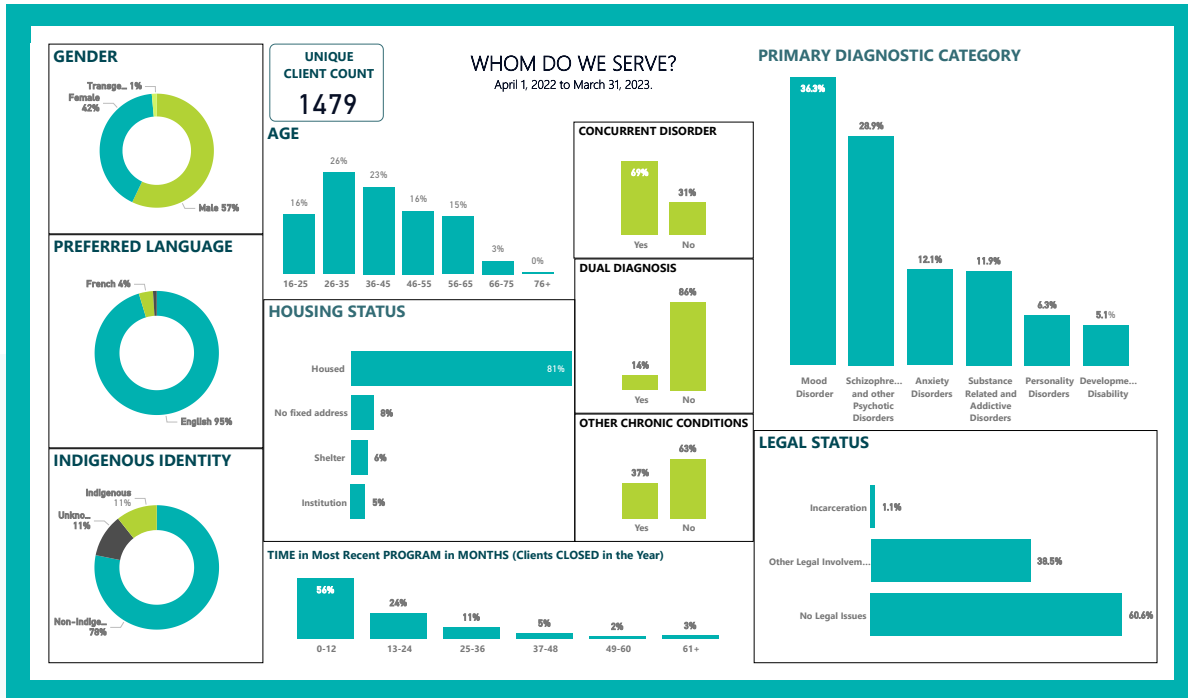
Social Justice: The right of all individuals to be treated equitably and fairly, to have freedom of choice, and to have their personal privacy respected.

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.

SNAPSHOT



Misbah Arshad, Housing Administrative Assistant; Qin Dong, Financial Analyst, Payroll; Steven C., Senior Finance Officer – Housing Program; and Kevin Butler, Intensive Case Manager, at a staff wellness event.

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 in conflict with the criminal 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 AND COMMUNITY SUPPORT SERVICES (MHCSS) – CASE MANAGEMENT

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

CMHA Ottawa coordinates 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



263 referrals received



648 individuals waiting for ICM through MHCSS



83 individuals transferred to ICM



16 individuals transferred to CMHA Ottawa Outreach Programs



6 individuals transferred to CMHA Ottawa System Navigation

MHCSS INTENSIVE CASE MANAGEMENT

491 CMHA Ottawa

29 Montfort Renaissance

53 Ottawa Salus Corporation

133 Sandy Hill Community Health Centre

29 Somerset West Community Health Centre

71 Upstream Ottawa

806 Total MHCSS Case Management Clients Served

ADDITIONAL MHCSS PARTNERS

CMHA Champlain East

Pembroke Regional Hospital



FAMILIAR FACES

2,200 hours of service

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

In 2022-2023, the Familiar Faces team received **2,663** e-triggers from hospital emergency departments—which prompts an offer of CMHA services—resulting in **192** 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, **131** 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.

In 2022-2023, **4,419** contacts were provided System Navigation support.



HOUSING

In 2022-2023, CMHA Ottawa administered **407** provincially-funded rent supplements, meaning that **257** clients of CMHA Ottawa and **150** MHCSS and ACTT (Assertive Community Treatment Team) clients who were previously homeless or vulnerably housed now have stable, affordable housing.

Of these rent supplements, **90** were specifically supporting clients experiencing problematic substance use and **30** 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

6,588 hours of service

334 individuals involved in the justice system received services (referrals from Mental Health Court and the community).

Hospital Outreach

2,014 hours of service

114 clients were discharged from hospital into the community.

Housing Outreach

6,880 hours of service

251 individuals experiencing chronic homelessness were helped by the Housing Outreach Team in finding and/or maintaining permanent housing of their own.



Nice hoodies! The Housing Outreach Team (HOT) helps qualifying individuals in the Ottawa area experiencing chronic homelessness in addition to severe and persistent mental illness in finding and/or maintaining permanent housing.

SPECIALTY SERVICES

Youth in Transition

In 2022-2023, the CMHA Ottawa Youth in Transition team served **54** clients. The Youth in Transition team serves clients aged 16–24, with priority given to youth experiencing chronic homelessness.

Dual Diagnosis

Over the course of **1,696** hours of service, **24** individuals who have a mental illness in addition to an intellectual and/or developmental disability (dual dx), received services from the Dual Diagnosis Case Management team, and an additional **26** individuals received Dual Diagnosis Justice Case Management services.

Peer Support

104 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 or expertise—whether in a virtual or in-person group setting, or one on one.

Nursing and Health

Registered nurses and nurse practitioners provided support to staff and **207** 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 Avenue. 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 **715** contacts from clients for smoking cessation/nicotine replacement therapy (provided through the provincially-funded STOP program).



Patrick Sicotte, Peer Greeter, contributes a turtle – representing Turtle Island – to the CMHA Ottawa Indigenous mural.

PEER ENGAGEMENT ADVISORY COUNCIL

The Peer Engagement Advisory Council (PEAC) is a group of clients, family/loved ones and CMHA Ottawa staff and Board members 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-centered 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 Directors 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 have the ability to speak directly from their own lived experience and also appreciate the broader perspectives of other clients and family while they advise and participate in PEAC activities.



RECOVERY COLLEGE

Recovery Colleges are a new way to present mental health and wellness information, honouring both lived and learned expertise. Based on the idea that those who use services are in the best position to help design them, courses and the college itself are collaborative work between service users and those who provide services. Recovery Colleges are more than a learning centre, they help develop community for students, and in partnering with other services, connect organizations.

CMHA Ottawa launched its own Recovery College program in January 2021 after successfully applying for funding from CMHA National, who have lead development opportunities across Canada for local CMHA branches to create their own, unique colleges.

In 2022-2023, Recovery College at CMHA Ottawa offered more than **40** learning opportunities to students on topics such as Challenging Isolation and Loneliness, Connecting with Nature, Coping with Triggers, Developing Self-Compassion and a new series, Empowered in Your Home. We partnered with two other community organizations and are working on more. Over **80** students have attended courses, where people forge new relationships while learning to take a new and empowered role in recovery and wellness. Several students have been mentored to become facilitators, some of whom have moved on to peer support work in the Ottawa community. We look forward to more growth, more success, more students and more sharing of the unique wisdom of the amazing people served by CMHA Ottawa.

Advocacy in action. Michael Murphy, Housing Coordinator (seated beside Dania Versailles, Director of Clinical Services), shares his experience on the front lines in a meeting with a local federal politician (not pictured).

COUNSELLING SERVICES

Concurrent Disorders Treatment Program

This program for clients with co-occurring mental health and substance use disorders operates through a purchase of service agreement with community addiction treatment agencies.

In 2022-2023, **252** clients received integrated treatment. Activities include Cognitive Behavioural Therapy for PTSD and addictions, women’s, men’s and mixed groups, harm reduction outreach and care, smoking cessation, building social skills, and more. In mid-2022—after two years of delivering its services virtually—the CD team once again began to welcome clients to in-person groups on-site at 311 McArthur Avenue in the client space.

Ontario Structured Psychotherapy (OSP)

In partnership with The Royal Ottawa Hospital, in 2022-2023, **99** individuals experiencing depressive and anxiety disorders, obsessive compulsive disorder and post-traumatic stress disorder received Cognitive Behavioural Therapy (CBT) through the Ontario Structured Psychotherapy (OSP) program.

Dialectical Behaviour Therapy

In 2022-2023, the Dialectical Behaviour Therapy (DBT) program helped **67** 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.



Say ‘Cheese!’ – Cathy Hennick, PEAC Administrative Assistant and Peer Support Worker, snaps an instant photo at the CMHA Ottawa holiday party for clients.

FINDING STABILITY AND MENTAL HEALTH WITH THE HELP OF CMHA OTTAWA

First-person: Aaron James shares the story of his journey to recovery

Content warning: This story contains frank references to self-harm.

I was first diagnosed with mental illness back in 2001 when I was 26 years old. At the time, I had completed work on international human rights and the environment when the reports of the wars I was working on burned me out. No doubt, I had pre-existing conditions earlier than that, but my crisis and eventual psychosis were triggered by that work.

I have self-harmed about 70 times, getting progressively worse over time. Unfortunately, my schizoaffective disorder and the scars pose real barriers to work, housing and community. Other than CMHA, there are few other agencies who have the capacity to work at – and in many cases, overcome – those barriers to mental health and community participation.

I had moved to Ottawa to do my doctorate in geography, but I got sick in the process. When I finally got help from CMHA Ottawa in 2012, I had been back and forth from the hospital many times.

My despair kept up, I was living in fear, not sure about my outcome.

I was assigned a case worker through the hospital outreach door, known as the Familiar Faces program. I met with my first case worker, Rebecca M, regularly. I needed stable long-term supported housing because I had trouble taking care of my basic needs. My case worker brought me to a supported living residence where I stayed for 10

years. I am very grateful for that because I was rather thin and not eating well. The move helped to stabilize me on my medications, so I had regular meds and mealtimes, which established a routine in my life – I could not put off my meds.

Later, my CMHA Ottawa case worker, Noor, also helped get me on ODSP which alleviated some of the fears I had about my future. I knew my rent would be covered so I could focus on my recovery. Various case workers I met also encouraged me to take a role in the community.

Because of my scars I was reluctant to take on anything and for years I stayed isolated. With the encouragement of the staff at CMHA Ottawa, I slowly got over my scars and took part in various community and CMHA activities. I did attempt self-harm several times after that, but with the meds, support and stability I got from my psychiatrist, Dr. Druss, CMHA Ottawa, and from living in supported residence, my moods and anxiety improved and, while my psychosis persists, I gained tools through CBT for psychosis from Dr. Mercer, through CMHA Ottawa.

As I became more involved with the agency, I joined the Peer Engagement Advisory Council (PEAC). With the support of Jacalyn Ball, the Board of Directors, management, staff and, most especially my peers, I found my way. It has so far been a fulfilling experience in which I'm surrounded by wonderful people.

We meet monthly to review issues and policies in the agency. I started keeping our meeting minutes, and became involved in various processes, including the rollout of virtual care, housing and accreditation.

Through PEAC, we are enabled as clients the opportunity to shape policies and practices through sharing our experiences and perspectives.

These changes impact other peers positively as well, including clients having access to technology, such as smartphones, so urgently needed for clients to maintain vital connections to support, such as psychiatrists, GPs, and social workers, not to mention crisis lines.

I have also participated in various groups at CMHA Ottawa, where we learned from other clients' stories and facilitators' training. The camaraderie I received was both a source of support and encouragement and let me know I was not alone.

Now that the pandemic is mostly behind us, I volunteer as a food sorter at the Ottawa Food Bank.

I remain involved in various projects through PEAC and groups in the agency.

Thanks to lots of hard work and the support I received from CMHA Ottawa, I have achieved stability with my medication, housing, and life in general. I am walking regularly and my sleep is getting better.

I hope to take on more responsibilities with the food bank and community, walk more, and find even more stable housing, where I assume more household chores.

My parting advice to other clients: I would strongly encourage you to not give up participating in CMHA Ottawa activities. It's a supportive and accepting space for you to take steps toward playing a role in your community.



CMHA OTTAWA CELEBRATES COMMUNITY WITH COLLABORATIVE ART

These murals were inspired by the creativity of CMHA Ottawa clients and staff, and executed by local artists to reflect the community we serve by bringing people together physically and culturally – and form connections that transcend differences.

This art piece represents dialogue and a glimpse into the heterogeneity of Black people and people of colour from coast to coast. In the foreground, this artwork elicits thoughts of colourfulness, diversity (including 2sLGBTQIA+), beauty, healing, trust, hope, and humanity. The background evokes a sense of reconciliation with change through acceptance of Black beauty, Black power and Black excellence, and by reckoning with pain and suffering stemming from Black people’s psychosocial history.

~ ADRIEN



This, our first art piece, was created collaboratively on the unceded territory of the Anishinaabe. The mural represents dialogue and a glimpse into the huge Indigenous diversity across Canada and the power of sacred medicine, ceremonies, and culture. First Nations, Métis and Inuit are each unique, but all have an unwavering commitment to family and the land. This beautiful art piece represents First Peoples and their descendants in Canada. It highlights the reciprocal relationships between humans and the land. Mother Earth stands proudly in the centre as she watches over all creations, comforts her descendants, and honours her ancestors. The eagle feathers surround her to remind her of the deep belief of respect, honour, strength, courage, and wisdom.

All of us who gathered to support the creation of this art felt a strong spiritual bond as we listened to stories and explored teachings from the undiminished spirit of Indigenous Peoples.

~ MICHELE, MICHELLE, TYRONE, JOANNE, HELEN



The 2sLGBTQIA+ mural is displayed proudly in the client space. This was produced by our 2sLGBTQIA+ and ally clients, peers, and staff team and reflects their lived experiences.

A common theme was the importance for the 2sLGBTQIA+ community to be inclusive of all groups that exist within the 2sLGBTQIA+ spectrum. Some clients have felt excluded and discriminated against by those within the community who have more privilege based on their social location. This was especially true for populations that have not received the same level of acceptance as other groups, such as trans, non-binary, and two-spirit people.

Our clients felt that it was important to recognize how intersectionality impacts the social locations of differing groups within the 2sLGBTQIA+ population. Many of our clients want to live their lives peacefully, without being made to feel abnormal. Another common theme was the importance of connection with other members of the same community who personally understand the struggles, issues and joys associated with a shared sexual orientation or identity.

A few different ideas were brought forward before reaching the final concept: Love Wins. One client in particular shared that she was pleased that the focus was on love, as this had been her overall experience with navigating services as a queer person. Despite the many systemic barriers she had faced accessing services, the workers she connected with through CMHA had always made her feel supported and seen.

The background of the mural is the inclusive Pride flag, which builds on the traditional rainbow flag to include communities often left out of the LGBT narrative: Purple circle on a yellow background to represent intersex people. White, blue, and pink to represent trans people. Black and brown to represent people of colour.

We then included the heart with the edges encircled with flags which represent the many different experiences and identities of our clients and staff from the 2sLGBTQIA+ community.

Spoons represent 2sLGBTQIA+ people with disabilities both seen and unseen. Spoon Theory is a commonly referred to model within disability communities and uses the metaphor of numbers of spoons around allocation of energy throughout a day.

Twin feathers represent two-spirit people, honouring traditional Indigenous gender identities that exist outside of the western concept of gender. Lilacs represent women who love women. The pink triangle is a symbol of love overcoming hate. The infinity symbol represents eternal love.






Our clients specifically connected being 2sLGBTQIA+ with resiliency, due to the significant trauma, stress, and hardship that comes from being queer. The mural represented a vision of queer people being tough, beautiful, and hopeful, which is not always portrayed in the media or within common societal stereotypes. It is important to note that many powerful, vulnerable, and poignant ideas were shared, not all of which could be included in the final piece. We valued all ideas expressed, as a chance to foster connection and build community on equal ground.

~ JAKE & DUSTIN



LEARNING AND DEVELOPMENT BREAKDOWN 2022-2023

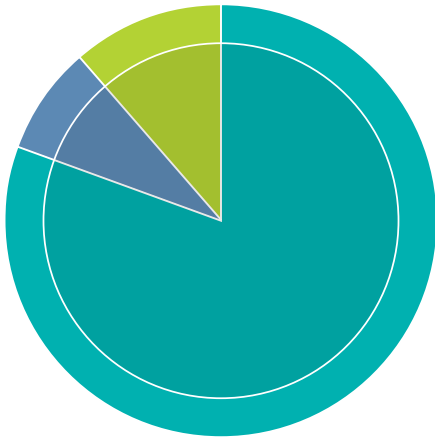
CMHA Ottawa offers training programs and workshops for professionals, employers, educational institutions and the general public who work with or care for persons living with a mental illness. We offer programs in both English and French by qualified and certified instructors.

 TRAINING	 NO. OF UNIQUE TRAINING PROGRAMS OFFERED	 NO. OF TOTAL SESSIONS	 TOTAL NO. OF PARTICIPANTS	 TOTAL HOURS OF TRAINING DELIVERED
TRAINING DELIVERED TO CMHA STAFF	39	54	484	272
TRAINING DELIVERED TO PUBLIC PARTICIPANTS	3	12	198	216
TRAINING DELIVERED PRIVATELY TO EXTERNAL ORGANIZATIONS	7	22	368	109

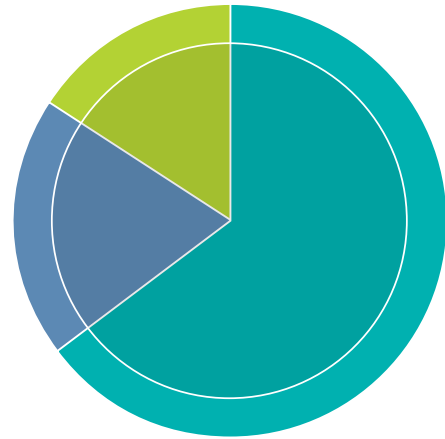
TRAINER DATA



FINANCIAL OVERVIEW



SOURCES OF REVENUE
total: \$ 21,386,531



SOURCES OF EXPENSES
total: \$ 21,107,903

■ Province of Ontario	\$17,267,299	■ Salaries and benefits	\$13,661,713
■ City of Ottawa	\$1,705,146	■ Building and grounds	\$4,149,277
■ Other programs	\$2,414,086	■ Supplies and other	\$3,296,913



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