

# Capital Mental Health Association

Annual Report  
2013–2014





# **Capital Mental Health Association**

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## Introduction

Capital Mental Health Association (CMHA) is a non-profit organization established in 1956 to provide support and services to people in the community experiencing mental illness. Today we operate programs providing recovery-oriented services to individuals experiencing mental illness throughout the Capital Region.

Our programs provide opportunities for individuals to improve their quality of life through planning and activities that support their recovery. For some individuals this means returning to school, gaining employment, or finding affordable housing. For others it means accessing and coordinating formal services to support them with medication administration, symptom management, activities of daily living, or finding meaningful occupation.

In this last year, Capital Mental Health Association served 1022 individuals including 404 who are new to our services. Service users range in age from 19 to 94. Approximately one quarter of new clients are under 30, and we are actively adapting our programs to more effectively meet the needs of young adults.

### **Our Vision**

People with mental illness living independently and sustainably in an inclusive society.

### **Our Mission**

We offer recovery-based services for adults experiencing mental illness and we promote their full participation in society.

### **Our Service Commitment**

CMHA supports adults in the Capital Region, providing services that are:

- recovery-based,
- grounded in best-practices,
- focused on positive results, and
- flexible and responsive to the environment.

## What is Recovery?

Mental illness, regardless of its duration or severity, tends to have lasting effects on an individual's health, relationships, mental wellness, and quality of life. While medical interventions are often effective in supporting individuals through the acute phase of mental illness, resuming a "normal" life is often a long and difficult process. This process is what we refer to when we talk about "recovery."

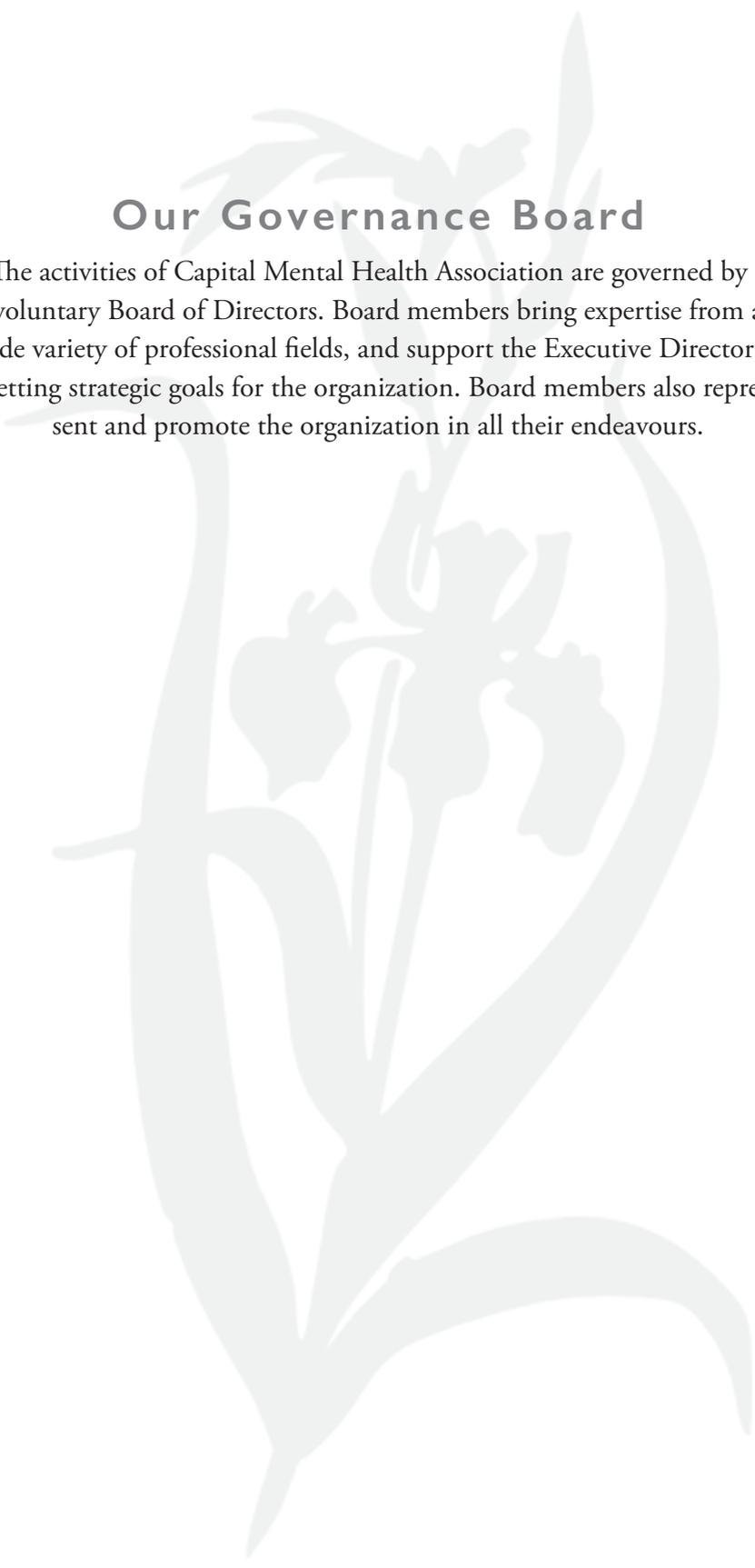
*Recovery* is the process of an individual reclaiming or rebuilding a life they choose for themselves. As an example, someone who has survived a heart attack will never be the same again: that heart muscle will never grow back and they will always have to take their medical condition into account when making life choices. However, this does not mean that they are an invalid, cannot be physically active, or cannot pursue the career and interests they want. They just have to do so with consideration for their medical condition. This may involve a healthier diet, a regimen of exercise and physical therapy, developing stress management skills, etc.

Recovery from mental illness is much the same. It starts with **Hope**: the belief that recovery is possible and desirable. At CMHA our staff and programming instill this sense of hope by assuming that all of the people we serve can recover and want to recover. Our programming is designed to move people forward: learning new skills, challenging themselves, developing greater independence, discovering and pursuing interests and activities that give them meaning and purpose.

This happens through **Empowerment**: providing opportunities, encouraging, and sometimes prodding individuals to set their own path and pace, make their own decisions, and take charge of their recovery. Whereas treatment for acute illness can be done **to** someone, recovery must be done **by** someone, and those who use our services are challenged to be active leaders in their own recovery.

Those who use our services take responsibility for their choices, rather than having those choices made for them by others.





## Our Governance Board

The activities of Capital Mental Health Association are governed by a voluntary Board of Directors. Board members bring expertise from a wide variety of professional fields, and support the Executive Director in setting strategic goals for the organization. Board members also represent and promote the organization in all their endeavours.

## President's Message

This year, CMHA continued its journey and transition in becoming an organization of excellence for mental health in Victoria. We continue to focus on enhancing mental health recovery, housing and psychosocial rehabilitation and providing essential mental health services that enable those who are most vulnerable to live as independently as possible in the community.

Earlier this spring we completed the renewal of McCauley Lodge, and the residents have now made the transition back to the Lodge. It is a great pleasure to see what a modern, clean residence the Lodge has become, and to know that it will provide essential housing and stability for those who need it most for years to come.

This year we said goodbye to our Executive Director Pam Edwards, who retired after many years of service to CMHA, including six years in the leadership role. On behalf of the CMHA Board, I want to take this opportunity to thank Pam for her service to our clients, and to the broader mental health community in Victoria. Pam played a large role in the McCauley Lodge renewal project. During this period of significant transition, Pam provided great leadership and a steady hand at the helm.

With Pam's retirement we say hello to our new Executive Director, Kim Duffus. Kim brings a wealth of experience from the human services sector, and we are confident she will continue to lead us through our transformation. I want to thank our fantastic team of staff for their hard work and dedication to mental health recovery over this last year and for their continued commitment in the year ahead.

The McCauley Lodge project had significant board support over the last several years and I want to thank the members of the board who volunteered countless hours of personal time and effort into seeing the McCauley Lodge project to fruition. Needless to say, projects like McCauley, as well as ongoing programs and services, don't proceed without funding from organizations like the BC Housing Management Commission, Capital Regional Hospital District and the Island Health. The support from these organizations, as well as other funders and private donators, enable CMHA to continue to do the great work we do, and it is most appreciated. Also greatly appreciated are our volunteers,

including the Women's Auxiliary, who work with us to improve the lives of those who are living with mental illness in Victoria. Your collective efforts continue to amaze me, and truly make a difference. Thank you.

—Darrion Campbell, CMHA Board President

## List of Board Members

### Executive Committee

Darrion Campbell, President  
Tony Rushworth, 1<sup>st</sup> Vice President  
Wilf Gorter, 2<sup>nd</sup> Vice President  
Donna Spence, Treasurer  
Karla Wagner, Past President

### Members at Large

Robert Clark  
Laylee Rohani  
Valerie Sauvé  
Patricia Summers

### Executive Director

Pam Edwards





## Directors' Reports

We wish to sincerely thank our funders, staff, board members and other volunteers, individual donors, and most of all the individuals who use our services. It's our privilege to work with all of you.



## Executive Director's Message

I am pleased to have the opportunity to serve as the Executive Director for Capital Mental Health Association. I assumed the position April 1, 2014. I have worked in the delivery of non-profit community services since 1984. I am not able to report on the activities of 2013–2014 in a formal manner, but I will comment on my impressions. Last year the staff and Board were very busy with the McCauley Lodge project with the clients moving into the new Lodge on April 8th. We continue to expand our commitment to mental health groups in the community as we address increased requests for use of the office space in evenings and on the weekends.

As we increase our linkages in the community we will focus our efforts on collaboration and program expansion in this next year. I am fortunate to be working with a very knowledgeable and committed staff and Board of Directors.

I look forward to the 2014–2015 year as we solidify our identity in the community and work to meet and exceed the objectives in our strategic plan.

—Kim Duffus

## Director of Day Programs and Quality Improvement

My focus this past year has been on the rebuilding of McCauley Lodge: ensuring the building design, the expectations of residents and funders, and the program operations all came together as seamlessly as possible.

Two years ago McCauley Lodge was an old family home with several additions, narrow staircases, and just enough washrooms. It had the feeling of “barely good enough.” Through the hard work of dedicated board members, tireless staff, and the rebuild team, we created a purpose-built facility that houses individual residents in bright, clean rooms, multiple congregation and eating areas, and a state-of-the-art kitchen. Increased staffing supports a population that will in coming years have greater physical needs, more complex mental health and addictions issues, and higher expectations of the services they receive. They will also have a greater anticipation of recovery. Residents enthusiastically moved into their new home at the beginning of April, 2014.

My second focus has been on Quality Improvement. With a goal of integrating quality improvement throughout all levels of the organization, we invited coordinators and managers to participate in and lead sub-committees to ratify our current practices or develop new ones that meet best practice standards. Committees addressed changing regulatory and funder requirements, and ensured that our services are well-used and well-supported through research, outcomes, and most importantly, feedback from service users. We are about half-way through this process. I would like to thank the members of the Quality Improvement Committee and Sub-committees for their ongoing hard work and dedication.

Beginning in April 2014, I am overseeing the day programs: BRIDGE Centre, Education Coach, Friendship Centre, GROW, NetWorks Employment Solutions, and the Seniors At Risk CBT Group. We look forward to an exciting year that promises to bring opportunities and challenges for our recovery programs.

Our Recovery Day Programs are person-centred. Clients set their own goals and work with staff to determine the best route to achieving those goals. As a result, the goals accomplished and the skills gained are as diverse as the people who use our services. Recovery Day Program clients range in age from 19 to 94

years old, and cover the spectrum of mental health. This year, 804 individuals accessed services through day programs at CMHA, with 386 of these being new admissions. That's more than one new client every day.

—Doug Hohenstein

## Director of Residential Rehabilitation/Housing

My focus for the year of 2013–2014 was to review the programs. My intended goals were

- to increase the tracking and operational principles of Psychosocial Rehabilitation (PSR) in all programs, and
- to ensure clients are actively engaged in setting and attaining their goals.

The Alzheimer Support Program collaborates with the other day programs via conference calls. Service providers share ideas, concerns and changes. To further the sharing across programs, staff visited different day programs and gleaned other activities that would enhance their programs. The Alzheimer Support Program uses different measures from those of residential and housing programs. However, this program has had great success helping day program clients continue living in the community for as long as possible. This is an achievement to be proud of. The number of clients (including private pay clients) served each day expanded to the maximum, and more varied activities were introduced based on the requests of clients and caregivers.

I am pleased to report that all programs are actively engaging our clients to make choices based on the directions they see as vital to recovery. Staff concentrate on teaching the skills needed to maintain the activities of daily living, the skills required to live as independently as possible. As a result of this concerted effort a significant number of clients successfully moved to independence, engaged in programming, became employed, or engaged in volunteer work. The successes will be outlined in the Program Manager/Coordinator reports.

Over the past year I strengthened collaboration with community partners, so that people with mental illness are provided the best housing based on their personal needs. In support of this goal I am now a participant on the Community Access for Supported Housing (CASH) committees at both the selection and advisory committee levels. This committee involvement exposes CMHA to a broader network of services, helping current clients move to less supported housing or market rent. In addition, we receive new clients who need the programming CMHA provides.

I would like to acknowledge the staff of McCauley for their truly awesome work during the McCauley rebuild. They moved the clients to Eric Martin Pavilion, and helped the residents adjust to the hospital-like surroundings by making them as comfortable as possible. They then moved the clients back to the new McCauley Lodge, with more residents than they had previously. The staff did an exceptional job of maintaining a calm, smooth transition. Each of you made it look so easy.

These programs share a very pivotal shift in population demographics. Our staff are supporting a more varied and complex mix of client needs and requirements. They are doing a remarkable job keeping up with this changing work environment, and we are committed to providing them with ongoing support, training, and education.

I wish to thank every staff member for their dedication to the clients, caregivers and community, and for the tremendous work they accomplished this past year.

—Lori Mist

## Director of Housing

CMHA has 204 housing units across Victoria, serving adults with mental illness, seniors and low income families. This year Island Health introduced a new referral program called Centralized Access to Supported Housing (CASH).

Although Victoria's rental market indicates many vacancies, the city continues to have a limited supply of affordable housing. We are proud to continue offering affordable, subsidized housing in 204 units throughout the city.

### Satellite Apartments

The Satellite program provides affordable supportive housing for individuals who are able to live independently with limited assistance. This program is staffed by our Community Mental Health Support Workers who are available to assist the tenants with mental health related concerns. Our Satellite program includes 87 apartments in various locations throughout Victoria. All of the satellite units come with a subsidy. However, 23 of the subsidies stay with the apartment rather than the individual.

### CMHA Owned Apartment Buildings

Combined, these two buildings offer nine one-bedroom and 30 bachelor units. 28 clients have assistance from a Mental Health Support Worker and eleven live completely independently.

Maintenance of our buildings is an ongoing process. This year the major jobs included extensive landscaping, re-carpeting in suites that needed it, replacement of the linoleum in the common room, windows where the seals had deteriorated were replaced, and the outside lighting was refurbished.

### CMHA Low-Income Housing

We operate a mixed-income family housing complex in Vic West. There are eight one-bedroom, 23 two-bedroom, and two three-bedroom suites located in the main apartment building and the six townhouses. The preventative maintenance done this year involved replacing the hot water tanks for the apartment building and various townhomes. This year we are considering the installation of security cameras.

### **Additional Apartments Owned and Operated by CMHA**

This year we made an application to change the land zoning for another building CMHA owns from 'Senior Citizen Residents' to 'Adult Residents'. This will help us to accommodate a broader range of clients. This building has 34 bachelor and 11 one-bedroom units. To improve tenant safety, security cameras were installed around the exterior of the building.

It was a very busy year in CMHA Housing and we are grateful to have such dedicated, hard-working maintenance staff. Despite the many operational changes that were implemented, they continue to keep our buildings looking beautiful, well maintained and safe, which ultimately ensures our tenants take pride in where they live.

—Imogen Burr

## Financial Report

<b>\$000's</b>	<b>08/09</b>	<b>09/10 (restated)</b>	<b>10/11</b>	<b>11/12 (restated)</b>	<b>12/13</b>	<b>13/14</b>
Revenues	4,999	5,229	4,571	5,487	6,570*	5,716
Expenditures	4,968	4,553	4,541	5,416	5,629	5,711
Recoveries from (repayments to) BC Housing	15	(9)	(2)	27	8	--
Excess (deficiency) of revenues over expenditures from regular activities	46	667	28	98	949	5
Gain on sale of capital asset	743	--	--	--	--	--
<b>Total excess (deficiency) of revenues over expenditures</b>	<b>789</b>	<b>667</b>	<b>28</b>	<b>98</b>	<b>949</b>	<b>5</b>
Invested in capital assets	948	873	908	1,671	2,904	3,453
Internally restricted	761	1,253	1,245	888	886	393
Externally restricted	992	1,073	1,060	1,103	818	760
Unrestricted	(135)	35	48	94	97	103
<b>Total closing fund balances</b>	<b>2,565</b>	<b>3,234</b>	<b>3,261</b>	<b>3,344</b>	<b>4,705</b>	<b>4,709</b>

\*The increase in revenues in 2012–2013 was due to building grants for MacCauley Lodge, including \$9,000,000 from the Capital Regional Hospital District.



## Our Programs

Each year over one thousand individuals access one or more of our programs as an important component of their individual recovery journey.

## Alzheimer's Support Program

The Alzheimer's Support Program is a community-based program housed in the former Saanich Fire Hall at Elk Lake. The program provides services to people with all types of dementia, ranging from mild to complex, while they continue to live in the community. We strive to create a home-away-from-home ambience where people can socialize, participate in physical and mental activity, while providing respite to their family members and caregivers. Our primary goal is to enable families to keep their loved ones at home for as long as reasonably possible. The program operates four days a week, Monday to Thursday. The Alzheimer's Support Program is a vital service in the community.

The Alzheimer's Support Program is part of an integrated team consisting of the Health Authority, caregivers, doctors and ourselves. We provide quality client-centered programming for participants. The intention is to help people maintain their highest achievable levels of independence, quality of life, and health. We are committed to promote the well being, dignity, and independence of our participants and their families.

Participants are referred to the program by the Home and Community Care program, Island Health.

Each individual's goals are identified in the referral. The goals are to reduce isolation, monitor mental / physical health, increase activity levels and provide caregiver respite.

Additionally, the activities offered reflect the five fundamental pillars of service:

- H** denotes health
- E** denotes enjoyment
- L** denotes life quality enhancement
- P** denotes peer group development and support
- S** denotes social norms

This year the program was very successful in expanding the number of clients served to a maximum level, within the contract guidelines. We also have seen the age of our participants decrease as more people are diagnosed earlier with Alzheimer's Disease. We have one day that has more complex clients than we have seen in the past.

Our client satisfaction continues to be strong as evidenced by some of our feedback. The Alzheimer Support Program had a very good year, working with the community to provide services to 54 funded clients and one private pay client; increased from 45 clients 2012–2013.

### **Achieving our outcomes through caregiver feedback**

“Thank you for the special care you and your staff give to \*\*\*\*\*. We REALLY appreciate your services.”

“Thanks again for taking care of things. Please extend my thanks to the staff as well. They are amazing! I’m not sure I could do what they do”.

“We want to thank you all...for your care every Wednesday, and the wonderful luncheon yesterday. Really love the pictures & ornaments! Very thoughtful! His “stocking” has a special place on a wall of our family room! Many Christmas Blessings to you all! \*\*\*\*\* & \*\*\*\*\*”

“My family values [the program] & would find caring for my mother without the program very taxing. Thanks from my family to you & your staff”

In closing, I commend the staff for the work they do in supporting people with Dementia. We continue to strive to provide the best services to our clients. We are looking forward to a productive year, as we continue to move the program forward.

—Heather Reid, Manager

## **Building Respect, Inspiring Dreams and Gaining Energy (BRIDGE) Centre**

The BRIDGE Centre is a recreation program for people living with developmental disability as well as a chronic mental illness. The program provides opportunities for the development of social skills and helps to build interdependence as well as helping people actively build a sense of community. Bridge Program is open Tuesdays, Thursdays and Fridays.

### **BRIDGE Centre Vision**

Interdependent individuals taking an active role in the community of their choice.

### **BRIDGE Centre Mission**

To facilitate life enhancing experiences, skills and behaviours with individuals experiencing mental illness and cognitive delay in an environment of humour, kindness and respect

This year our participants worked with the Community Liaison Worker on individual goals such as increasing time spent out in the community and socializing with peers. We made strong connections with Lifetime Networks, who host monthly peer events such as dances, hockey games, and karaoke for clients with cognitive impairment. Up to six clients attend these events. Six clients have been learning to shop/choose their own purchases with the Community Liaison Worker's help and have accessed St. Vincent de Paul Thrift store vouchers to supplement their clothing allowances. Our resident poet launched a new book, courtesy of the Women's Auxiliary.

Others are beginning to access Lifetime Network classes including cooking, music and photography. Three individuals have been learning anxiety management here at Bridge Centre, and two did so well with symptom management that we nominated them for the VIHA Heart Awards. Recently a client started the interview process for employment with Super Clean, a paid step up from her volunteer work at the Friendship Centre.

We continue to meet our program goals with user-directed programming that expands horizons by improving social skills and symptom management,

introducing new experiences, and providing group outings into the community.

The following are some results from our survey of our service users:

Satisfaction with Services of Program	90.63%
Feel Safe and Welcome	90.28%
Staff are helpful and answer questions	91.18%
Treated with dignity and respect	90.28%
Can ask for changes to programming	76.39%
Included in service planning/goal setting	75.00%

Bridge Centre continues to have two volunteers. One volunteer has been singing with our client every Friday afternoon for ten years. The other has been with us every Friday morning since January 2012, and continues to be an invaluable addition to Bridge.

—Darlene Arseneault, Coordinator

## Education Coach

The Education Coach Program at CMHA provides support, information and advocacy on education and mental health issues for people living with psychiatric difficulties. CMHA has two Education Coaches who assist and support clients to achieve their education goals.

The Education Coach helps individuals design realistic education goals coupled with a corresponding plan. Ongoing support towards attaining those goals is consistently monitored throughout the course of each student's education plan. The Education Coach also provides information about programs and courses available at various adult education and post-secondary schools and colleges as well as resources to help the client throughout his or her education journey.

Education goals are highly individualized based on the hopes and desires of the potential students, taking it one manageable step at a time. Goals vary tremendously from wanting to achieve the GED or upgrading skills, to wanting to complete bachelor's or master's degrees. Support is ongoing "as needed" in partnership with Case Managers, psychiatrists and other mental health workers involved in the health and progress of individual students.

Pursuing educational goals is a journey for anyone, and with the support of an Educational Coach who is committed to success, service users have experienced progress beyond what they had originally hoped for.

This year we would like to acknowledge specific outcomes, cite a few success stories and quote some of the service users' comments from Program Evaluation Feedback Forms.

### Outcomes

- 1509 sessions in person, by phone, or email.
- 122 collateral contacts with key supports.
- 42 new clients.
- 93 individuals served last year.

### Success stories

- A mature student successfully completed two levels of math upgrading, and is halfway to his goal of meeting the prerequisites for the Network Electronics Technician program starting in September 2014 at Camosun College.
- A student is completing a five-session Creative Writing Course. She attended all classes and is hoping to continue with her writing in September.
- A student completed all the prerequisites and is registered in a dental assistant program beginning in September.

### Service user feedback

“Very happy with [my Education Coach]. [My] education coach has been supportive and has made a big difference in my life”

“[My Education Coach] coaches me and makes me feel positive about achieving my goals, however long it takes”

“Extremely helpful! [My Education Coach] is very enthusiastic and takes interest in clients. [They] encourage me to be accountable to myself with regards to thoughts that get in the way of learning”

“Best service ever! I am very successful because of all the help. Thank you!”

—Pat Valks, Coordinator

## Friendship Centre

The Friendship Centre provides services for adults aged 55+ who experience chronic mental health concerns and live alone or with family in the community. The program focus is on decreasing isolation, encouraging peer support, decreasing future hospitalization and maintaining a healthy and active lifestyle. Members continue to be independent in their transportation to and from the program by utilizing HandyDART, public transportation or their own vehicles. On each program day a nutritious meal is prepared for the members. The program operates on Wednesdays from 2:30 pm to 6:30 pm and on Saturdays from 10:30 am to 2:30 pm.

### **Vision**

A community of resilient seniors, empowered to pursue and sustain mental wellness as part of happy lives

### **Mission**

Support seniors with mental illness, create opportunities to engage with each other and the Victoria community at large, to build relationships, to have fun and increase confidence through skill-building and life-enriching activities.

This year we introduced many new activity and education sessions to the Friendship Centre program. Once a month the clients had access to the following activities: chair yoga, a psychiatric nurse led support group called Building and Maintaining Relationships, the Out and About Program—a \$10 arts ticket subsidy, and The Armchair Traveller—a service user/staff collaborative travelogue. We also take the group out into the community every week, and every three months we introduce service users to different community recreation centre Seniors' programmes. Every six months some students and one instructor from West Coast School of Massage come and offer therapeutic massage. We also started a Friday Community Connections facilitated group where five individuals socialize at a local coffee shop. The plan is that eventually the service participants will continue to attend this activity without facilitation. The staff member that facilitates this group also helps individual service users access recreation and other community resources.

The Friendship Centre had an average of 21 active service users per month over the last year, with both days being well-attended.

The following are some results from our survey of our service users:

Overall Satisfaction with the services of the program	83.33%
Members feel safe and welcome	87.50%
Staff are helpful and answers questions	91.67%
Members are treated with dignity and respect	91.67%
Members can ask for changes to programming	79.17%
I feel less isolated since coming to the program	95.83%

We have two program volunteers. One volunteer is a student from the Biological Psychology Department at University of Victoria and the other is our Saturday volunteer who has been assisting us for approximately five years.

—Darlene Arseneault, Coordinator

## Seniors at Risk Integrated Network Cognitive Behavioural Therapy Group

The Seniors at Risk Integrated Network (SARIN) Cognitive Behavioural Therapy group for older adults with depression and anxiety has just finished its second year. This ten-week program gives older adults (55+) tools to deal with depression and anxiety. We continue to receive referrals from physicians in the community as well as some self-referrals.

In the sessions, clients have a chance to speak openly about the challenges of growing older and living with depression and anxiety. Relevant topics such as social isolation and ageism are addressed. The foundation of the program continues to be teaching cognitive behaviour therapy techniques. These techniques help members of the group recognize depressive thinking and apply methods to shift to a more balanced outlook on life, thereby influencing their low or anxious mood. Mindfulness meditation is also a primary focus of the class. Many people report the most benefit from learning mindfulness. Participants explore ways to communicate assertively and to set goals. Nourishing, healthy snacks are offered at each class in order to emphasize the importance of a balanced lifestyle in mental health. Most importantly, the program helps create authentic new friendships for the members of the group.

This year, we continued to strengthen the program with monthly follow-up support groups. We also provided a monthly relationship building/ educational workshop for members of The Friendship centre. The Hillside Seniors Centre asked program leaders to conduct workshops for Embrace Aging Month. Two workshops were offered. The first one, “The Gifts of Aging”, was attended by 32 people. The second workshop, “Can Life Get Better? The unexpected challenges and benefits of aging”, was attended by 37 people.

—Pam Kilburn, Facilitator

## Greenridge Place and Eagle Rock Heights

Greenridge Place is a ten-bed residential mental health facility. Eagle Rock Heights is a six-bed residential facility. They are fully licensed facilities under the Community Care and Assisted Living Act and follow established regulations as set out in this Act. Greenridge and Eagle Rock are dedicated to assisting persons with persistent mental illness and addictions to live independent lives to the best of their abilities.

The two facilities support a younger population. The length of stay varies with individual needs, but is usually between six months and four years. Staff support our residents in gaining insight into their illness, acquiring skills to move forward in their recovery and moving into more independent lifestyles. This year, five clients successfully moved into more independent housing.

The residents are referred to us by their psychiatrists and case managers from hospital, other residential facilities, or community. The majority of our residents receive financial assistance from the Ministry of Social Development.

Staff work with clients on stabilization and recovery using the Psychosocial Rehabilitation (PSR) model. They are committed to helping each resident to achieve the highest level of functioning and quality of life. Each resident has a primary worker who helps them formulate a client-driven recovery plan to try to ensure all resources and supports are available as needed. Professional nursing care is provided, and we have a new education/employment coach to assist them in their recreational, social, and vocational activities. 24-hour residential support is available.

The new Primary Worker model is working well; each client has the opportunity to meet one-on-one with their worker every week. Action plans are made and supports are put in place to assist the clients in their individual goals.

Most of our residents are in community programs. One had a successful showing of her nature-themed photographs displayed through the Art Capacity Program. She is currently participating in the Super Clean Program and continues to volunteer at the hospital and a thrift store...a very busy person.

One resident completed the Souper Meals Program and started the 'Grab and Go' program this month taking food orders and payment. He continues to work on his High School upgrading in Math through Camosun College.

We currently have two residents working at the Souper Meals Program and one of them has also started volunteer work at a Thrift Store.

One client is working as a dishwasher, a position he has held for over three years. He will be attending the Rockland Assessment Program this summer to prepare for more independent living. We also have one resident moving into the assessment unit next month. Both are excited and looking forward to the challenge.

We currently have two residents who are waiting to move into more independent apartment living and they are looking forward to the challenges.

We have five nominees for the Heart Awards this year. All have taken big strides moving forward and are well deserving of the nominations. Good luck to them all and well done!

Education and employment are still a primary goal for many of our clients.

The Greenridge and Eagle Rock staff is doing a great job ensuring our residents get the support they need to move forward in their recovery. Through their experience, kindness, empathy, and encouragement the residents feel safe, confident, and hopeful that their futures will be successful and that their goals will be achieved.

### **Resident Quotes**

“Having the team support allows me to facilitate my recovery.”

“Feel safe and secure.”

“Staff encourages me to learn new life skills.”

“Staff has helped me get a job and become more independent.”

“Greenridge is a supportive environment that has helped me in the process of recovery.”

“Helped me be more adjusted in the community.”

“Living at Greenridge has helped me with my recovery, my education goals, and get further in my education.”

—Debbie Flint, Manager

## Gateway to Resources and Options for Wellness

Gateway to Resources and Options for Wellness (GROW) is a wellness program serving people with mental illness. We offer an activity-based program with the goals of: nurturing the self physically, mentally, emotionally, intellectually and socially; and promoting vocational and educational pursuits.

Participants in GROW can choose to participate in over twenty specifically designed groups, all of which can be graded to accommodate different needs. The GROW program uses a Psychosocial Rehabilitation (PSR) approach in service delivery. Where possible, we provide programming using existing community resources, encouraging independent use of these resources by the participants now and in the future. To facilitate this process, we bring in community instructors and guest speakers who provide specialized instruction to offer the best possible learning experiences.

When participants leave GROW, the majority have gained enough confidence and stamina to pursue mainstream activities in the community, to go back to school, or to re-enter the work force. Some come back to the program temporarily when they feel the need for extra support to maintain their productivity in the community. About a third of our clients do not choose traditional goals, such as furthering their education or finding employment. These individuals seek to build meaningful connections with their peers, to make contributions that provide a sense of purpose, and to build on their successes.

Over the past year, we saw 313 service users, of whom 173 were new to our program. 150 of these individuals completed their wellness goals. Others are still developing skills for the next steps in their recovery process. On an average day we have 50 to 60 attending onsite and offsite activities.

We are receiving more requests for support to younger people. In the next year we hope to respond to this need by adding activities that have a stronger appeal to youth. Our recently added music appreciation group is our first initiative in this programming direction.

We continue to provide a strong physical component to our programming. The addition of strength training and Pilates has been a well-received complement to our physical wellness programming.

—Sabine Vanderispailie, Manager

## Housing Support

We had some additions to our supported housing programming this past year. The staff started a coffee club which meets monthly. The club has helped clients, some of whom normally isolate, to start to meet people, make friends and socialize. The group continues to grow and support each other. This has been very important, as people in the group reach out to be an empathic ear for others going through difficult times.

The staff also assisted clients to host a Christmas craft fair. This was a very ambitious endeavor that allowed the clients to showcase some of their art and jewelry, and make a bit of money also.

The team embraced the blended caseload, consisting of the two buildings and satellite. This was implemented late last year, and provided the housing coaches with a different perspective on the varied issues for each group.

The clients are actively setting goals with the workers, and continue to progress to a more independent life. In addition to the eight that moved to independent or satellite housing, 25 have volunteer jobs, 23 are in paid employment and 39 in programs.

Several residents in our supported housing units are experiencing age-related medical issues. This is in addition to the mental illnesses they continue to work with. The aging population requires more resources and resourcefulness by the worker to ensure that medical conditions are recognized and addressed, and pension applications are completed.

Turnover in supported housing has resulted in younger residents. As with the aging population, this brings some new issues, including compliance issues, and various addictions.

Due to the varied clientele, workers have a greater range in the scope of their work. This has meant working more with our partners both at Island Health and other community resources.

This has been both a challenging year, balancing the different health issues of our clients, and an exciting year with the introduction of more programming. We want all our clients to achieve success, to the best of their abilities. One of the first steps is to help them build relationships and learn the importance of these important interactions. The partnerships of both the clients and

staff are proving to be successful, and we look forward to the next year.

Some wonderful quotes from our clients worth noting:

“Without the housing support program I would have ended up back in hospital or homeless.”

“The program gave him an opportunity to focus on recovery.”

“The housing program allowed her to maintain stable health and provide a safe and secure home environment for her daughter.”

“The satellite program has helped me get back the strength and confidence to move on with my life again.”

“I now have an excellent community, a great place to live, and stability. I may never have made it without the support of my housing worker and a home.”

—Lori Mist, Coordinator

## McCauley Lodge and McCauley Bridging Program

McCauley Lodge is a residential care facility that provides care for 21 adults with severe and persistent mental illness. In addition, we provide an outreach (bridging) program that supports up to 19 adults living in market rental units in the city. McCauley Lodge is an integral part of the community. It has also become a place that people return to for support and socialization. Residents of the Lodge and bridging program are encouraged to access local facilities to help them maintain physical activity. By going to the recreation centre pool or gym, or by participating in regularly-scheduled activities at the Crystal Pool field, they also maintain good psychological health. Social events throughout the year increase socialization and prevent isolation. These include the Friends of Music who have a weekly concert at the Eric Martin Pavilion, and the annual Christmas event.

Our stay at the Eric Martin Pavilion (EMP) third floor was full of challenges and opportunities for growth for both residents and staff. We had to be creative around meal preparations and transportation to appointments and activities. EMP is a hospital setting, but staff and residents made the space as homelike and personal as possible. Our bridging clients received consistent support from outreach staff and continue to impress us with their increasing independence.

In anticipation of the move to our new facility, many of the residents expressed their gratitude toward CMHA and McCauley Lodge for taking on this big project on their behalf. “Many people in our situation don’t get looked after the way we do” was a comment I heard. “I don’t know where I would be without the Lodge” was another. Excitement grew as we toured the new facility. The staff and clients alike worked hard preparing to move back to Esquimalt.

We have a great team dedicated to the ongoing health and wellbeing of our residents. This team includes the McCauley staff, CMHA administration, Victoria Mental Health Centre, the clinical care liaison, psychiatrists and the many family members who are actively involved. We look forward to meeting and working with the new residents in the new 30-bed facility, people who will no doubt add new color and character to McCauley Lodge.

—Grant Enns, Manager

## NetWorks Employment Solutions

NetWorks Employment Solutions is a Supported Employment Program that has been providing supported employment services to individuals with mental health and/or substance use issues since its beginning in the summer of 2006. The goal of the program is to support clients to find paid, competitive employment. The supports provided are very individual, depending on the needs and wishes of the client.

NetWorks is not a pre-employment program. It is based on an Individual Placement and Support model that uses rapid job search. Intake is continuous to ensure that people are able to start as soon as they wish to begin their job search. Contact with employers starts as soon as possible. This year 95% of clients had their first contact with employers within three months of entering the program.

Skills learned in the program include résumé writing, employment application completion, interview preparation and practice, job search skills, and skills essential for succeeding in the workplace.

Clients of this program meet regularly with an Employment Coach to learn the skills they need to find and maintain employment. There are five Employment coaches. One of the things that makes our program unique is that coaches are onsite and connected to Mental Health and Substance Use teams (via Island Health) in the community. Three are based at the Victoria Mental Health Centre, one works out of the CMHA office at Skinner Street, and another is on site at the Addictions Outpatient Treatment clinic at Quadra. Working at these locations allows for a greater connection with case managers and psychiatrists, who are part of the client support network. Everyone works together to help clients meet their employment goals.

Referrals come from mental health case managers at Victoria Mental Health Centre, Eric Martin Pavilion Day programs, psychiatrists, Recovery Coaches, the Addiction Outpatient Treatment clinic, community service providers like private doctors, the Pandora ACT team, USTAT (urgent short term assessment and treatment), and other community resources including CMHA programs and individual self-referrals.

Given the scope of service users and the range of employment opportunities

sought, the job search process is as varied as the individuals themselves. Support service varies from minimal “cheering section” support for those who have the skills and confidence to search independently, to more comprehensive support where staff may be involved during the interview process, to negotiating or problem solving with the employer once employed. The majority of support is in the background, as employers do not know we are involved. Disclosure of one’s mental illness is not automatic, but a very personal decision discussed between the job seeker and the employment coach. Stigma continues to influence both job seekers and employers.

Once employment has been attained, NetWorks staff offer ongoing support to increase success on the job. Should one position not work out, we continue working with job-seekers to learn from the experience and find a better fit based on skills, interests, and workplace preferences. The goal is finding long-term employment where individuals no longer need NetWorks support. Now that is success!

Another element that makes our program unique is that we partner with a job seeker’s key supports in order to ensure recovery goals are aligned with employment goals. Individualized support based on the individual’s needs, preferences, and goals at the time is of utmost importance. NetWorks staff are committed to continuously revising the service provided to meet the changing needs and wishes of our clients.

### **We want to acknowledge the following successes this year**

- Overall, 66% of service users in job search obtained at least one job within a year of entering the program.
- Networks served 245 individuals, with 119 new to the program this year.
- Approximately 2,467 job applications resulted in 259 interviews and the attainment of 64 jobs.
- 89% of those jobs were found within 6 months of starting the program.
- 86% of clients had first contact with employers within six weeks of starting the program, and 96% within three months of starting the program.

## Success Stories

- One service user was promoted into a position to hire more people at his company and has shared the job lead with the team.
- Over three years, one job-seeker submitted 235 applications, completed 28 interviews and countless follow-up calls which lead him to nine jobs; each job getting him a step closer to a career job within his field of Anthropology. Among these nine jobs were Janitorial Work, Student Fundraiser, Assistant Curator, Library Assistant, and ultimately an Ethnographic Transcription and Researcher position with a local Archaeology Company.
- A job-seeker made a “cold call” to their favorite store and obtained the manager’s name and favorite tea. Seizing the opportunity, the job-seeker showed up an hour later, tea in hand, asked for the manager by name, and was given an interview on the spot, which led to being hired.
- Though a job posting was listed online, a service user took the extra step to present her resume in person. Looking professional, having done her research, she skyrocketed past the numerous resumes submitted and engaged in a face-to-face conversation and landed the job.

## Client Comments

“Despite social anxiety, I worked in a retail setting and one thing job support provided me with is the touchstone to validate my feelings.”

“If it were not for the help of NetWorks, I would be dead by now. I am happy to report I am a contributing part of society.”

“I am more than satisfied (with services provided...) I am extremely grateful for this wonderful program. It is a life saver and an excellent service.”

“Extremely (helpful) Thanks to the depression I was even more anxious than I normally would have been and without (staff name) and the program, I would have been lost.”

### **Results from Satisfaction Surveys**

- 100% said they received helpful information and support (up from 91% last year).
- 98% were satisfied with services provided.
- 96% would use the services of NetWorks again ( up from 85% last year).
- 96% would use the same Employment Coach if they had the chance.

—Pat Valks, Coordinator

## Our Volunteers

Our volunteers, although not many, are mighty. They do valuable work that greatly improves the quality of life of those living with mental illness in Victoria.

—Darrion Campbell, President

### Women's Auxiliary and Eric Martin Pavilion Gift Shop

How time flies! It's that time of year already. This is my 10th year in the Auxiliary. When I look back I think of all the ladies who have remained loyal to the cause of raising money against all odds. I think I speak for all the ladies when I say that we have had a lot of fun and a sense of accomplishment knowing we have helped out our community. Ladies have come and gone and I remember and thank them all. We are going into our 7th year at the gift shop. We loved having McCauley Lodge people there during the transition from the old residence to the new one. It is much quieter now and we miss them.

We took in \$10,938.75 in the gift shop this year. The outgoing money was a \$500 donation to the Bridge Centre, and \$15,000 for a van for McCauley Lodge.

Once again, thanks to all our supporters. We couldn't function without you. Keep us in mind for donations. Thanks so much to all.

—Arlene Baker, President of the Women's  
Auxiliary and Gift Shop Manager

## Our Supporters

CMHA doesn't work alone in the community; we work with our funders, and I thank them for their continued support.

I would also like to thank those who have made private donations to CMHA this year and in past years. It is greatly appreciated and your contributions are most valued.

—Darrion Campbell, President

We wish to thank the following partners, organizations, groups, and government agencies for their contributions to our successes this past year:

Island Health  
Capital Regional Hospital District  
TD Bank  
United Way of Greater Victoria  
Ministry of Employment and Income Assistance  
British Columbia Housing Management Commission  
Municipality of Saanich  
City of Victoria  
Township of Esquimalt  
L.A. Fraternal Order of Eagles  
Women's Auxiliary of Capital Mental Health Association  
Private donations and memberships



## Our Funds

CMHA relies on the kind and generous donations of members of the community. These funds are used to provide instrumental support for clients to return to work or enhance their education.

### **Joan Dumka Continuing Education Bursary Fund**

In 1986, the board established this fund to honour the contributions of Joan Dumka, who served as Executive Director of Capital Mental Health Association for over twenty years. Joan had always been a strong supporter of education for individuals who accessed our services. The fund provides bursaries of up to \$200 to individuals who use the services of CMHA and who wish to further their education.

Service Users apply for the bursary to support education costs ranging from university tuition and GED programs, to employment skills and special interest courses. The only conditions are that the education will support someone's recovery.

In 2013–2014, twenty Joan Dumka bursaries were awarded to service users, totalling \$2750.27. The average bursary this year was \$137.50.

### **Per Ardua Housing Fund**

This fund was established in memory of a former service user of Capital Mental Health Association. It is intended to support young people experiencing mental illness to have stable and pleasant housing, and targeted at those who are not able to live completely independently. In 2013–2014 the Per Ardua Housing fund disbursed \$225,000 to McCauley Lodge to help with the rebuild of this facility.

# Quality Improvement Report

We continue to develop specific program and individual outcome measures in order to monitor and improve the effectiveness of our services.



## Caseloads

<b>Program</b>	<b>New Admissions</b>	<b>Discharges</b>	<b>Service Users</b>
Alzheimer's Support Program	16	30	53
BRIDGE Centre	3	6	26
Education Coach	42	62	93
Friendship Centre	9	8	28
Greenridge Place/Eagle Rock Heights	7	6	22
GROW	173	150	313
Housing Support	8	20	134
McCauley Lodge	2	1	23
McCauley Bridging	0	2	16
NetWorks Employment Solutions	117	147	245
SARIN CBT Group	26	26	46
<b>Total</b>	<b>403</b>	<b>458</b>	<b>999</b>

## Budget Expenditures

<b>Program</b>	<b>2013–2014 Budget</b>	<b>2013–2014 Expenditures</b>	
Alzheimer's Support Program	256,807	245,052	95%
BRIDGE Centre	128,108	125,248	98%
Friendship Centre	102,244	102,337	100%
Greenridge Place/Eagle Rock Heights	1,001,083	1,000,066	100%
GROW	384,714	362,407	94%
Housing Support	252,565	242,544	96%
McCauley Lodge + Bridging	1,341,552	1,407,638	105%*
NetWorks Employment Solutions	397,930	367,726	92%
SARIN CBT Group	40,880	34,929	85%
<b>Total</b>	<b>3,905,883</b>	<b>3,887,947</b>	<b>100%</b>

\*McCauley Lodge incurred an unexpected expense of \$30,000 for improvements to their temporary accommodation at the Eric Martin Pavillion.

## Stakeholder Satisfaction

Individual programs ask stakeholders four to seven questions regarding their satisfaction with areas such as staff availability, being treated with dignity and respect, service user involvement and choice, and overall satisfaction with a program's services. The following summaries represent average scores for each program.

Program	Service User		Caregiver/Family	
	Fall 2013	Spring 2014	Fall 2013	Spring 2014
Alzheimer's Support Program	A+	A+	A	A+
BRIDGE Centre	A-	A-		
Education Coach	A+			
Friendship Centre	A	A-		
Greenridge Place/Eagle Rock Heights	B	B+	B	C
GROW	A-	A		
Housing Support	B+	B+		
McCauley Lodge	A-	B+		
McCauley Bridging	B	A		
NetWorks Employment Solutions	A+	A+		
SARIN CBT Group	*	*		
Overall	A-	A-		

\*The SARIN CBT group uses a different tool for measuring satisfaction, and cannot be compared with other programs.

## Program Access

<b>Program</b>	<b>Measure</b>	<b>Target</b>	<b>Actual</b>
Alzheimer's Support Program	Client days	2013 to 2137	2134
BRIDGE Centre	Turnover per year	20%	23%
Education Coach	New clients per month	5	3.5
Friendship Centre	New intakes each year	6	9
Greenridge Place/Eagle Rock Heights	Bed Occupancy	95%	96%
GROW	New Clients each year	100	173
Housing Support	Monthly active clients	115	120.75
McCauley Lodge	Bed Occupancy	95%	97%
McCauley Bridging	Active clients each month	20	15
NetWorks Employment Solutions	New Clients each month	9	9.75
SARIN CBT Group	Clients served	20	26

## Program Effectiveness

Over the past several years, CMHA has worked to find measures that capture the benefit clients.

Program	Measure	Target	Actual
Alzheimer's Support Program	Improve caregivers' quality of life due to having loved one attend the program	Grade of B on survey	A+
BRIDGE Centre	Clients will report an improved quality of life.	65%	82%
Education Coach	Effectiveness measures currently under development		
Friendship Centre	Service users report reduced isolation	70%	100%
Greenridge Place/Eagle Rock Heights	Clients will be living more independently within three years of admission	60%	46%
GROW	Clients will report an improved quality of life	70%	100%
Housing Support	Clients will demonstrate improvement in their independent living skills	80%	26%*
McCauley Lodge	Minimize hospitalization for mental health concerns	Fewer than 2 hospitalization and 84 days in hospital each year	0 hospitalizations 0 days
McCauley Bridging	Clients will learn and demonstrate new skills for living independently	Bridging is currently implementing a new assessment model	
NetWorks Employment Solutions	Clients in job search will obtain employment within one year	50%	66%
SARIN CBT	Clients will complete full ten-week program	80%	86%

\*The method of assessment was changed in 2013, resulting in a more accurate assessment in living skills, but lower overall scores.



