

# CANADIAN MENTAL HEALTH ASSOCIATION

# HALTON REGION BRANCH

# ANNUAL REPORT 2021–2022



Canadian Mental  
Health Association  
Halton Region Branch  
*Mental health for all*

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Our leadership team in September 2021



# SUPPORTED BY



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## BOARD OF DIRECTORS

### Chair / Chair of the Quality Committee

Michele Sparling

### Vice Chair / Chair of the Governance Committee

Tony Nikolovski

### Secretary

Stephanie O'Keefe

### Treasurer / Chair of the Audit & Finance Committee

Jasvinder (Jessie) Singh

### Chair of the Advancement Committee

Kate Lambacher

### Directors

Marion Goreski

Jody Johnson

Brian Lloyd

Cathy Morley

Jeff Percival

Patricia Codner

Ishrani Henry



As of 2022, we are accredited with Exemplary Standing by Accreditation Canada.

# MESSAGE FROM OUR BOARD CHAIR

Reflecting on the past year, it has truly been an eventful one for CMHA Halton. Three words come to mind - commitment, collaboration, and change.

## Commitment

On behalf of the board, we want to express our deep appreciation and gratitude for CMHA Halton's CEO, the leadership team and all staff for their work on behalf of clients, families, caregivers, and the community. We remain thankful for and inspired by CMHA Halton's staff, who bring their passion and commitment to work every day to make a meaningful difference in the lives of others.

This year's Accreditation Canada review was an opportunity for the board to see how the

organization aligned with recognized standards for quality improvement and safety. It was also an opportunity to review and validate its processes, policies, and support for the board, CEO, organization, and clients. CMHA Halton's achievement of Exemplary Standing reflects the exemplary efforts of the CEO, leadership team, and staff to provide high-quality client-centred care.

As a board, we acknowledge the barriers, inequities and injustices in the healthcare system. As part of CMHA Halton's commitment to equity, diversity, and inclusivity, it is essential that we not only ground our board meetings by starting with an Indigenous Land Acknowledgement and a Black Enslavement Acknowledgment, but that we continuously champion the organization to address the ongoing



Board members

impacts of inequity and systemic racism through education, meaningful partnerships, and improving access to services in our community.

## Collaboration

Through oversight and direction, the board supported the work of the CEO and senior leadership team in their efforts to:

1. Build relationships in the community and the mental health system,
2. Ensure a firm foundation for more equitable health outcomes for clients and the community, and,
3. Position the organization as a mental health leader in an integrated healthcare system.

The CMHA Ontario Governance College provided board members with an opportunity to participate in workshops to enhance their skills and understanding of their roles as directors. This program is now part of the onboarding and orientation of new board directors.

The CMHA Halton Board's Advancement Committee worked with staff to lead the launch of the annual Giving Trees Campaign. The campaign saw collaboration with community partners and the innovative use of tiptap's touchless payment device, a first for CMHA Halton.

## Positioned for Change

As a board, we believe that the modification of board processes, organizational redesign, development of connections and relationships across the sector, and the leadership team and staff's commitment, have positioned CMHA Halton well to help design and deliver a system that provides **mental health for all**.

Michele Sparling  
Board Chair



“*[CMHA Halton] sits as a shining example of an organization that cares deeply about staff, clients, caregivers, partners, and the community as a whole. It is strongly focused on client safety, quality improvement, people-centred care, effective leadership, and sound governance.*”  
— from our 2022 Accreditation Report by Accreditation Canada

# MESSAGE FROM OUR CEO

This year mental health leaders have grappled with a vital question: How do we ensure healthier mental health outcomes in our community with such limited resources? It is a sobering question, but it is important for CMHA Halton to adapt to the reality of our current resources while continuing to challenge ourselves to greater resourcefulness. As such, this year CMHA has focused on our quality of care, the capabilities of our staff, and a new organizational design as we step purposefully into responding to the echo mental health pandemic.

## Our Staff

This Annual Report begins with a recognition of our staff who act as our ambassadors in the community and have been our true vehicle of change. They have been the strongest advocates for returning to see our clients in the places that our clients wish to be seen while simultaneously embracing the use of virtual technologies. Taken together, this has resulted in our organization building to and exceeding prior service levels. Our staff are leaders in client-centred care who continue to find new ways to serve our clients with care and creativity!

## High-Quality Care

At the same time, CMHA Halton achieved an Exemplary Standing in our Accreditation Canada review this year with 98.5% of standards met. The accreditation process is a significant measure of an organization's commitment to Quality Improvement and Safety, and an achievement of this level is reflective of a Board, Leadership team and staff who are engaged and committed to the value of client care.

## Mental Health Design

As an organization, CMHA Halton is stepping into the challenge of this stage of the pandemic. With the endorsement of our Board, our Leadership team has been very purposeful in the mental health re-design of our organization and earning our place in the community.

- Internally we have consciously grown our Leadership Team with two additional Managers, a residential Program Supervisor and two Team Leads to create an organization capable of



We were happy to be back in person



responding to both ongoing pressures and new opportunities.

- We have responded to an increase in the mental health and substance use demands during the pandemic by introducing clinical treatment programs like the Ontario Structured Psychotherapy Program and drastically scaling up our Dialectical-Behaviour Therapy Coping Skills programs.
- We have responded to the increased complexity of our clients' needs by building our clinical skills across all programs and ensuring ongoing access to supervision.
- Finally, we continue to build thought leadership with like-minded organizations to propose solutions for thorny and long-standing system issues.

Internally, I have led a series of roundtable discussions with staff across all programs to understand how health services can be delivered equitably across the health system. Through this

process, our front-line staff have helped define an equity-oriented health care approach for the organization.

What needs to be done in the mental health system cannot be done alone. As an organization, we are proud to participate with fellow adult mental health service providers through the Halton Mental Health Alliance and across various planning tables. Where we are now in the pandemic requires a commitment to collaboration and a sharing of resources.

CMHA Halton accepts this invitation from our clients, their caregivers, and our colleagues to exemplify daily leadership to advocate for required resources as we work to innovate our sector and achieve better mental health outcomes for all.

Rashaad Vahed  
Chief Executive Officer



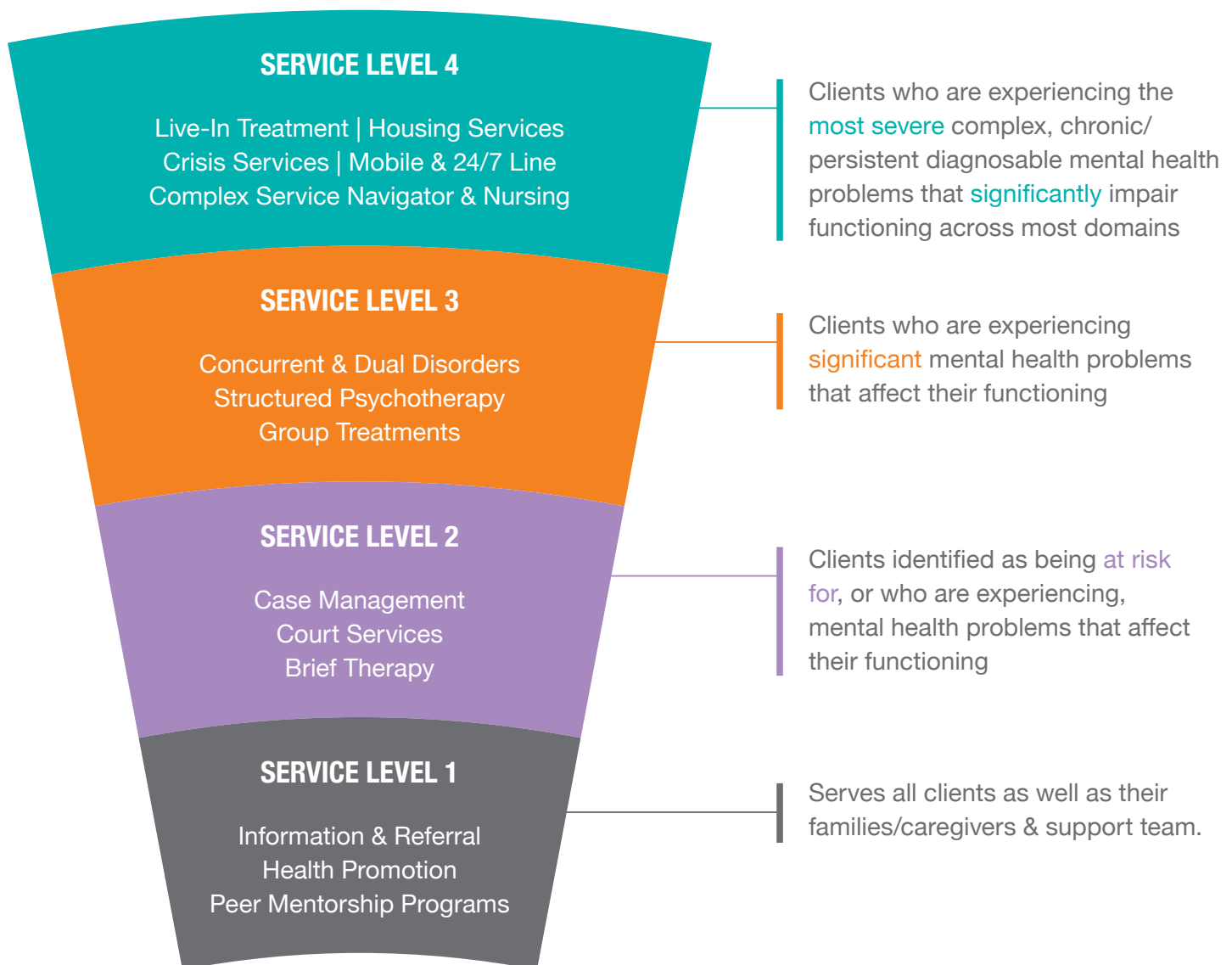
“*The resources made available to us through CMHA saved my brother and has given him the opportunity to lead a stable life. He would not be where he is today if not for all the support and guidance of CMHA and its resources.*”  
— a caregiver of someone who received our services

# SERVING THE FULL CONTINUUM OF CARE

CMHA is an accredited, multi-service organization serving youth (16+) to older adults, as well as their families or caregivers.

CMHA provides services for the full continuum of community-based mental health and wellness care.

The **LOCUS (Level of Care Utilization System)** is a standardized tool that is used across the region to determine service acuity and to inform pathway decisions.





# STRATEGIC LEADERS IN HALTON

CMHA Halton's leadership, managers and staff work across many levels in our region to help build a person-centred, value-based health care system for our clients and patients.

## STRATEGIC LEADERSHIP VOICE

Centre of Excellence  
for MH&A | Executive  
Leadership Group

Ontario Health | Planning  
Table

Ontario Health Teams |  
Mental Health Stream

Health Standards  
Organization Standards  
Development

## IMPROVING THE SYSTEM OF CARE

Mental Health Alliance  
Coordinated Access Table

Halton Suicide Prevention  
Coalition

Crisis Action Table |  
Community Safety and  
Well-Being

Psychotherapy Pathway  
Planning

## ADVOCATING FOR EQUITABLE ACCESS

Health Equity Community  
of Practice & Justice  
Coordinating Committee

Homelessness Leadership  
Table

Transition Aged Youth  
Table

Substance Users &  
Overdose Prevention

And more ...

“ *I cannot begin to express the relief that I am feeling that my daughter is safe, thriving and moving forward in her recovery. I will be eternally grateful for all the services that have contributed to this positive turn in my daughter's recovery.*  
— a caregiver of someone who received our services

# 2021-2022 HIGHLIGHTS

As we continue to be guided by our 2020-2023 Strategic Plan, we celebrate accomplishments on each of our three strategic pillars: Access, Quality, and Capacity.

## **Access: Community members receive the help they need when and where they need it.**

We created a hybrid service delivery model, offering in-person, video conferencing, and phone-based support to meet client preferences and reduce barriers.

We were selected by Ontario Health as a provider for the Ontario Structured Psychotherapy program which provides coaching and individual therapy for depression, anxiety, and anxiety-related conditions and enhances our stepped care continuum of services.

## **Quality: We provide increasingly high-quality, person-centred, and safe service.**

We integrated more evidence-based assessments into our service to identify and address client needs in more standardized ways across our programs.

We expanded opportunities for people receiving services and their caregivers to share their voices through surveys and consistent feedback channels.

As a member of the Halton Suicide Prevention Coalition, we were part of the launch of Roots of Hope in Halton, a nation-wide, evidence-based program of the Mental Health Commission of Canada that provides guidance and best practice guidelines to implement suicide prevention initiatives.

## **Capacity: We address the growing needs of our community through dedicated staff, innovation, and partnerships.**

We provided a number of trainings for our staff team to build and expand their skills and better support our community, including sessions on privacy, specific service approaches, and equity, diversion, and inclusion.

We were awarded a Champions and Change Award by the United Way Halton and Hamilton in recognition of our dedication, passion and tenacity to inspire our colleagues to give back to the community.



“*Thank you for just being there for me. I’ve been having a rough time with life and y’all just listened and really helped me when I needed it.*

— someone who received our services



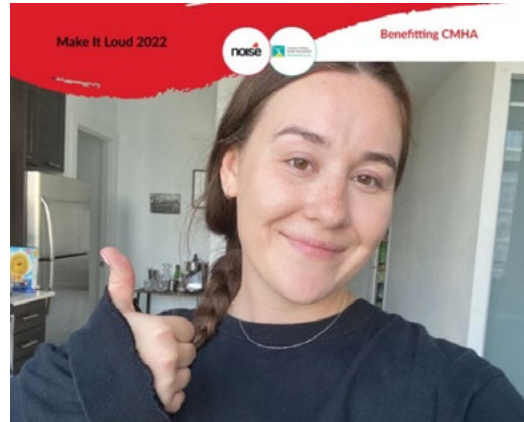
Mike Chapman (right) ran a 100 km Ultra Race to raise funds on June 19, 2021.



Mary Beth Pakulat (right) organized the annual Tee Off for Mental Health Tom Pakulat Memorial Golf Tournament on July 24, 2021.



Jen (left) and Meaghan (right) offering tips for Bell Let's Talk Day.



Delaney Brough with noise organizes an annual fitness challenge to raise awareness and funds.

“*[My Case Manager] is amazing and has provided me with an unbelievable amount of support. She has equipped me with all the information I need and is always there to answer any questions, with a smile on her face.*”  
 — someone who received our services



# OUR IMPACT

We support individuals on their journey to improve their wellness, build knowledge and skills, and stay safe in a crisis through our services.



**7,864**  
individuals served

## CLIENT VISITS

### CRISIS SERVICES/COAST



**14,200**  
mobile outreach and  
24/7 line



**1,866**  
crisis outreach program

### CASE MANAGEMENT



**9,503**  
case management



**9,880**  
justice services

### HOUSING



**4,930**  
emergency housing and  
shelter support



**516**  
housing aftercare

### PEER SERVICES/MENTAL



**1,789**  
peer mentorship  
services

### INTAKE SERVICES



**1,259**  
information and referral

### LIVE-IN TREATMENT



**1,315**  
safe beds

## TREATMENT SERVICES



**509**

complex mental health clients



**1,776**

concurrent disorders program



**1,107**

dual diagnosis program



**1,840**

walk-in counselling

## PARTNERSHIPS



**541**

The Indigenous Network



**1,003**

Halton Region Police

## MORE VISITS, MORE SUPPORT

Compared to 2020-2021

WE PROVIDED:



**14%**

more visits from Peer Mentors



**19%**

more visits for people requiring concurrent support for both a mental health problem and an addiction problem



**24%**

more visits for people who have a mental health problem and are navigating the criminal justice system



**48%**

more visits to support people who have both a mental health problem and a developmental delay



**236%**

more visits to people residing in a hotel-based emergency shelter program

# FUTURE DIRECTIONS



**Lead the development of Pathways of Care for the most pressing mental health issues facing youth, adults and caregivers.**



**Be leaders in expanding access to clinical treatment services and in the delivery of clinically-informed services.**



**Partner with sector and client-voice leaders to design and deliver a responsive, sensible system of mental health care in Halton.**



**Thanks to all the generous supporters who help our community every day by raising funds for CMHA Halton Region. We appreciate you showing that you care about mental health and addictions.**

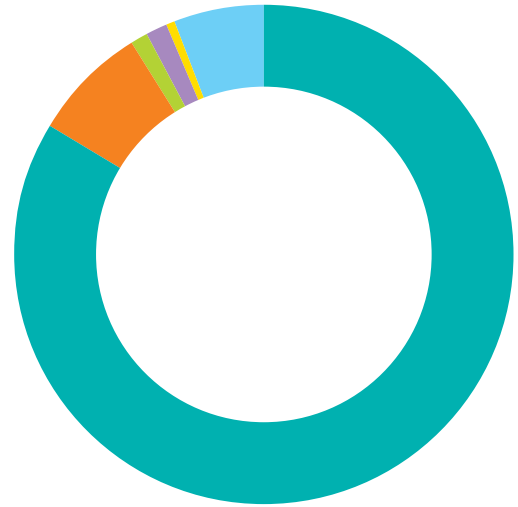


# FINANCIALS

## Revenues

total: \$ 7,431,799

Ontario Health	\$6,223,537
Halton Region	\$554,949
United Way	\$76,630
Donations and Fundraising	\$116,945
Health Promotion and Education	\$38,540
Other	\$421,198



## Expenditures

total: \$ 7,384,784

Case Management Services	\$1,825,659
Crisis Intervention Services	\$2,487,014
Treatment Services	\$1,024,531
Housing Support	\$443,359
Health Promotion and Peer Support Services	\$387,431
Administration	\$1,216,790



# CANADIAN MENTAL HEALTH ASSOCIATION HALTON REGION BRANCH

1540 Cornwall Road, Unit 102, Oakville, ON L6J 7W5

Phone: (905) 693-4270

Toll-free: 1-877-693-4270

24/7 CMHA COAST Crisis Line: 1-877-825-9011

TTY: 1-844-646-1700

E-mail: [info@cmhahrb.ca](mailto:info@cmhahrb.ca)

 [halton.cmha.ca](http://halton.cmha.ca)

 [@cmha.halton](https://www.facebook.com/cmha.halton)

 [@cmahalton](https://twitter.com/cmahalton)



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