



Canadian Mental
Health Association
Halton
Mental health for all

ANNUAL REPORT

2022
2023



CANADIAN MENTAL
HEALTH ASSOCIATION
HALTON

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

VISION, MISSION, VALUES



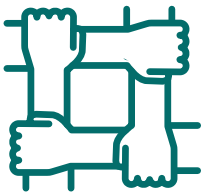
OUR VISION

Mentally healthy people in a healthy society.



OUR MISSION

To improve the well-being of our community through high-quality mental health and addiction services.



OUR VALUES

Respect
Excellence
Accountability
Collaboration
Hope

BOARD OF DIRECTORS 2022-2023

Chair / Chair of the Quality Committee

Michele Sparling

Vice Chair / Chair of the Governance Committee

Tony Nikolovski

Treasurer / Chair of the Audit & Finance Committee

Jasvinder (Jessie) Singh

Secretary

Jody Johnson

Chair of the Quality and Risk Committee

Cathy Morley

Directors

Patricia Codner

Ishrani Henry

Brian Lloyd

Jeff Percival

FINAL REPORT FROM OUR CHAIR

A Welcome and a Farewell

This past June, I wound down my time as Chair of the Board of Directors for Canadian Mental Health Association (CMHA) Halton and as a member of the Board. It has been over 11 years since I first walked through the CMHA Halton doors for my first Board meeting in March 2012, at the former location on Burloak Drive. I remember feeling uncertain and unsure. The terminology was unfamiliar, the reams of papers to review were sometimes overwhelming, and the people around the table seemed to know so much about the organization and the mental health system. I was unsure how to add to the knowledge that sat at that table. The one thing I did feel while sitting there on that first night was welcome. And that welcoming feeling continued throughout the years from the organization and my fellow Board members.

I can now see how much I have grown from that first day, how much understanding I have gained, and how less intimidating the information and data shared are. Over these 11 years, changes occurred as new Board members came and existing Board members left as their tenure ended or life led them to other paths or volunteering opportunities. The unexpected passing of our Board Chair, Robert Struthers, in 2019 caused a pause and a need to regather as a Board. A revisioning of CMHA Halton's direction in providing community mental health services grew out of this. A new approach that saw a more clinical focus, a more significant system focus, a greater reliance on data, and one in which relationships with community and healthcare partners and funders were strengthened and leveraged continues to benefit those who seek support and care.

A change of leadership in 2020 helped to embed this direction into the organization and saw staff welcome and embrace it.

The people that make up CMHA Halton are why CMHA Halton is able to make the tremendous life-changing impacts that it does. Those who work here provide HOPE; they are the lighthouses for those seeking a safe harbour. My now former Board members each have a story or a why they joined and are intent on making a difference. I could not imagine doing the work we did with any better group. We had our challenges, we had our sorrow, we had our laughs, and we had our passions. We came together to create effective governance support for the organization. I wish you all the best as you move forward. You are well positioned for what lies ahead with Jessie as the new Chair. To the new Board members joining, things may feel unsure or uncertain for the first bit, and that's normal. I can promise that while you may feel that way, you will feel welcomed. To the senior management team, you are genuinely the anchors of the organization, helping to guide CMHA Halton into the harbours of the future. And to Rashaad, what a difference you have brought to this organization. You have seen the land ahead, set the course, and adjusted the sails. There is so much hope and potential for CMHA Halton because of your leadership.

Michele Sparling
Board Chair and Member
2012-2023



MESSAGE FROM OUR CEO

Our Vision at CMHA Halton is to have mentally healthy people who live in a healthy society. As a vision, it is a worthy challenge, one that calls for us to be both aspirational as well as inspirational. At CMHA, we know that our success in moving forward with community-based mental health and addiction services requires us to excel at how we support our people, work collectively with our partners, and continually innovate across all our programs.

PEOPLE

We are privileged to have staff who are great ambassadors for our clients in our community. Regularly, we hear about interventions where our people work creatively to wrap around a client, often meeting them in their distress and guiding them towards resources and hope.

As our staff lead with compassion, our leadership team is propelled to match their commitment. As such, following a multi-year advocacy effort led by CMHA Ontario, we were successful in securing a 5 per cent base funding increase. Taken together with a new five-part Employee Engagement Plan, we have made important steps in supporting our

staff through improved compensation, benefits and holistic workplace practices.

Every two years, CMHA commissions an independent staff survey. Through this process, our staff told us that in the past 12 months, they saw us become an organization that is moving in a positive direction (81 per cent) and towards a worthy vision (86 per cent). Critically, when our staff were asked if they would send a family member or friend to CMHA for services, 87 per cent said that they would! It is this trust in colleagues that has led us to significantly outperform healthcare industry norms this year.

PARTNERSHIPS

CMHA is being called to respond to complex mental health needs. It is clear that we need to meet this complexity with larger systems thinking that is built on collaborative partnerships. This year, we have become an organization that understands that excellent care does not occur in a silo and we need to travel together with like-minded organizations to be successful in our shared mission of improving the well-being of people in our community.

“We know our success in moving forward with community-based mental health and addiction services requires us to excel at how we support our people, work collectively with partners, and continually innovate across programs.”

Our work with the Mental Health and Addiction Alliance is evidence of how Halton mental health providers are coming together to create innovative solutions. Beginning with our clients' experience in mind, our goal is to design services that connect people easily and navigate them intuitively to the best person to support the next step in their care journey.

CMHA Halton has much to offer the system. With our history of community-based service and clinical experience, we have been welcomed into leadership roles at the provincial and regional levels. We will continue to bring thought leadership in value-based health strategy to create excellence in Ontario.

INNOVATIVE PROGRAMS & GROWTH

CMHA Halton is committed to reinventing ourselves. With a changing global context, we too have been responding to these shifts. Once again, our platform for change is a staff team who sees their work as interesting (97 per cent) and which contributes to the success of our cause (100 per cent).

OUR BOARD

Finally, I'd like to acknowledge directors who have retired from the Board this year. In particular, Michele Sparling (Chair) and Tony Nikolovski (Vice Chair) fostered confidence that our leadership team could be bold and that the changes we wish to bring in our sector are welcome and necessary. Your gift of time has contributed to the DNA of this organization which has become nimble, forward-looking and bold.

Rashaad Vahed
Chief Executive Officer



We take this as an invitation for CMHA to reaffirm our commitment to continuous program renewal and become leaders in service growth. This begins with a clear call for equitable access that helps all people find the front door to an effective menu of services.

HIGHLIGHTS FROM THE YEAR



Thanks to Hall of Fame broadcaster Ted Michaels for raising \$25,000 at his “The Long Road Back” concert headlined by The Spoons.



Thanks to the Oakville and Milton District Real Estate Board for supporting us with their annual golf tournament.



We were part of the discussion panel at the screening of “Back Home Again”, a short film highlighting the power of connection, human spirit, & communities coming together in the face of adversity and the 2016 Fort McMurray wildfire



Team building with our staff

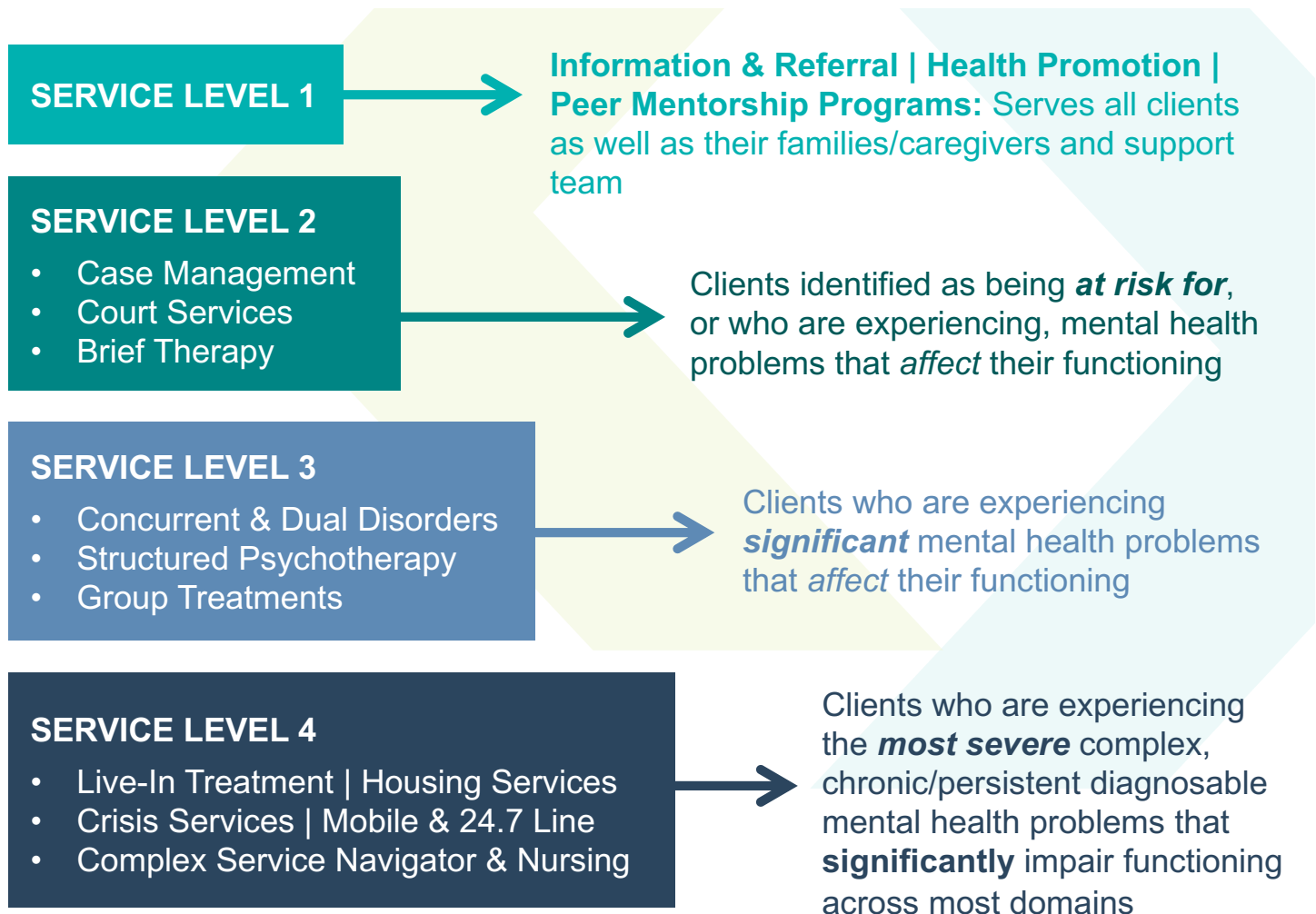
OUR APPROACH

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



PERSON-CENTRED CARE APPROACH

CMHA Halton embraces a people centred-care approach in seeking the client's, family's, or caregiver's perspectives in making decisions about their service pathway.

CMHA has worked consciously to include the voice of clients and peers to create a system where our client's views, as well as our client's diversity, beliefs and feelings are recognized.

OUR IMPACT



8,362

people were supported to improve their wellness, build knowledge and skills, and stay safe in a crisis through **47,961** service visits/interactions

WE HELPED MORE PEOPLE



14%

more with courses, training, and customized presentations



17%

more with information and referral for mental health, substance use, and support services



18%

more with support to help prepare for release from a correctional institution



71%

more with support for recovery goals related to concurrent mental health and substance use concerns



108%

more customized presentations delivered to workplaces and groups to increase mental health awareness



117%

more with Coping Skills for Change groups and workshops to build skills for mindfulness, improving relationships, enhancing overall wellness, and coping with challenging emotions

*Compared to 2021-2022

INNOVATION AND GROWTH IN 2022-2023

ACCESS: COMMUNITY MEMBERS RECEIVE THE HELP THEY NEED WHEN AND WHERE THEY NEED IT

We continued to demonstrate our commitment to diversity, equity, inclusion, and access to services by introducing AFFIRM, a group designed to reduce anxiety and depression for LGBTQ2S+ youth and adults. AFFIRM was launched in January 2023 with outstanding feedback from participants and facilitators alike.

We expanded and enhanced our Coping Skills for Change program, a suite of offerings based on Dialectical Behaviour Therapy skills of mindfulness, improving relationships, enhancing overall wellness, and coping with challenging emotions. A refreshed referral pathway and 13-week groups, skill-specific workshops, and full-day training opportunities improved access for the broader community to learn these valuable skills.

In response to steadily high rates of substance use in our community, we introduced our four-week Structured Relapse Prevention group and supported 60 clients on their recovery journey.

After a two-and-a-half-year hiatus due to the pandemic, we returned to delivering the two-day, evidence-based Applied Suicide Intervention Skills Training (ASIST) program to help our community feel more comfortable, confident, and competent in helping to prevent the immediate risk of suicide.

ONTARIO STRUCTURED PSYCHOTHERAPY

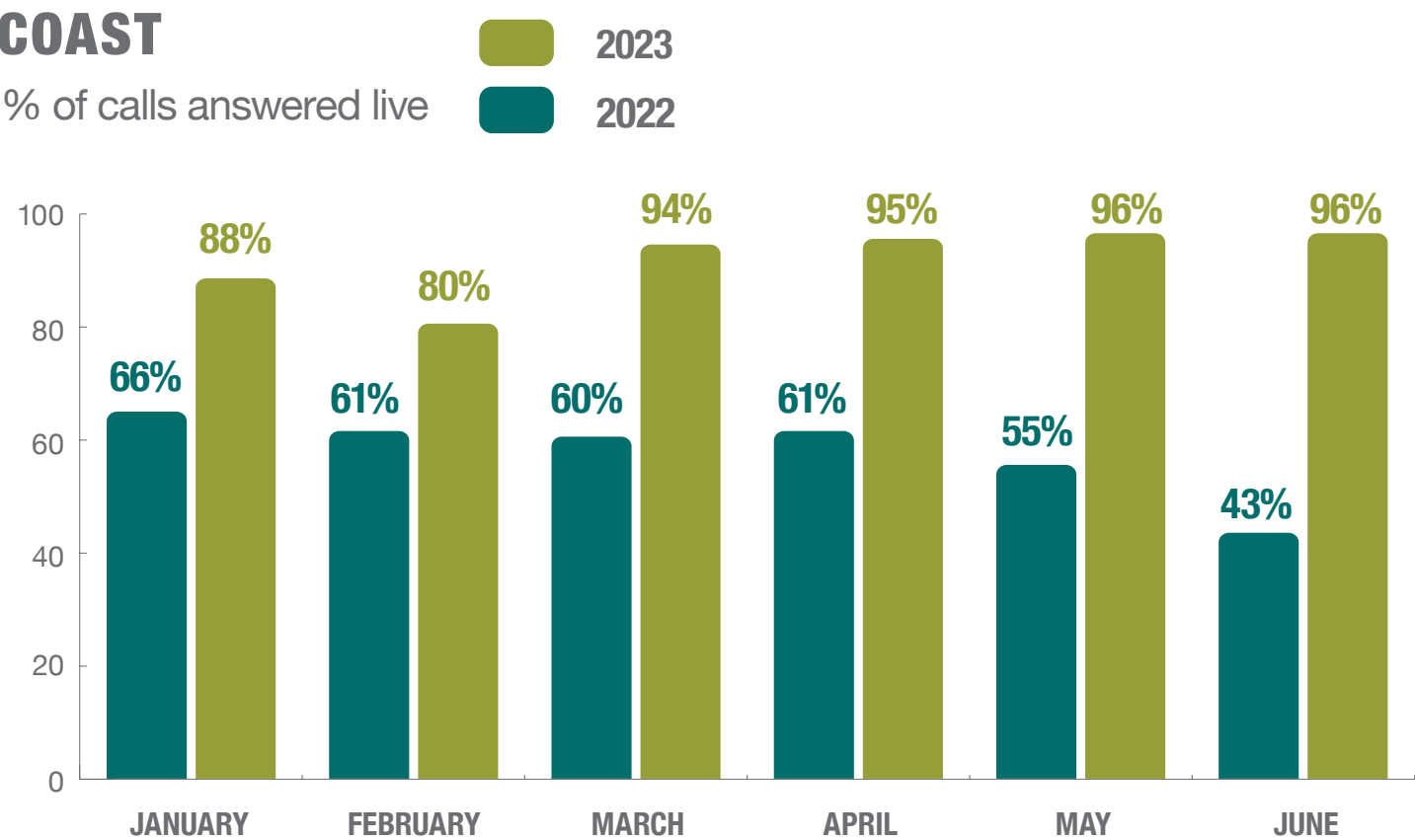
As the Ontario Structured Psychotherapy (OSP) program continued to grow and provide evidence-based coaching and individual therapy for depression, anxiety, and anxiety-related conditions across the province, we received our first clients from the Central region and were selected to expand our service delivery into Burlington. Our four OSP clinicians supported full caseloads while completing intensive training and introducing this program to our community.

QUALITY: WE PROVIDE INCREASINGLY HIGH-QUALITY, PERSON-CENTRED, AND SAFE SERVICE.

Following our onsite survey in June 2022, we achieved an award of Accredited with Exemplary Standing with Accreditation Canada through their Qmentum program, the highest award given. The Qmentum standards identify policies and practices that contribute to high-quality, safe, and effectively managed care. Each standard in the domains of population focus, accessibility, safety, worklife, client-centred services, continuity, appropriateness, and efficiency has associated criteria that are used to measure the organization’s compliance with the standard.



We completed a fulsome review of our Crisis programs and developed a new staffing structure on our COAST crisis line that reduced wait times and increased call completion rates.



CAPACITY: WE ADDRESS THE GROWING NEEDS OF OUR COMMUNITY THROUGH DEDICATED STAFF, INNOVATION, AND PARTNERSHIPS.

Creating a culture in which our team can thrive, grow and feel supported continues to be an ongoing key priority for the CMHA leadership team. We have taken a number of steps forward in improving overall employee experience for our staff in the past year, including enhancing our benefits and compensation package, and our employee engagement scores improved significantly. We are proud that they are now higher than the average level of engagement for the industry and for Canadian employees as a whole.

CMHA Halton's ongoing commitment to improving the employee experience has resulted in significant improvements in our employee engagement. Key highlights include:

- 81 per cent of our staff have experienced improvement at the organization during the past 12 months – roughly double the industry benchmark and up 38% from the prior survey.
- Overall employee engagement has increased to 79 per cent, which is up 19 per cent from our prior survey and well above the industry average of 62 per cent.
- 78 per cent of CMHA staff feel the organization is fulfilling its mission, vision and values. This is far above both the normative benchmarks and our prior survey.

We successfully implemented a number of key initiatives from our three-year People and Culture Plan, including:

- Providing fair market wage increases to staff
- Updating benefits plans to provide increased coverages and more options for staff
- Improving our pension plan to better support staff in reaching their long-term savings goals
- Revamping schedules in our 24/7 programs to better support staff health and wellness and provide more flexibility
- Completing a health and safety risk assessment across all programs and putting in place additional controls to support staff safety
- Offering more education and training opportunities across the organization to support staff skill development and growth



81%

of staff experienced improvement at the organization



Employee engagement has increased

79%



78%

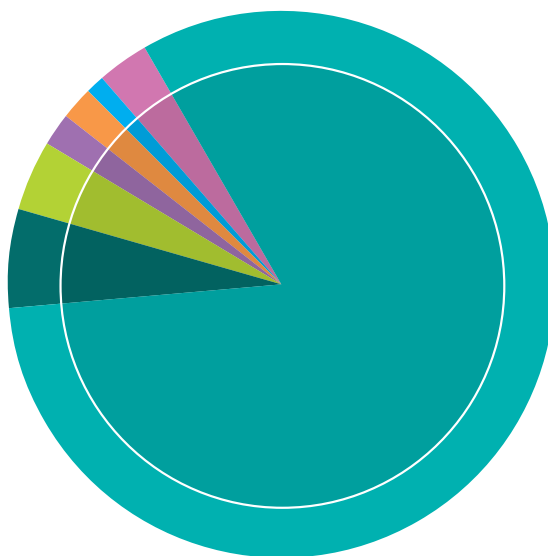
of staff feel the organization is fulfilling its mission, vision and values

FINANCIALS

Revenue

total: \$ 8,010,111

Ontario Health	6,541,959
Halton Region	510,205
Ontario Structured Psychotherapy	313,060
Donations and Fundraising	162,549
Cost Recoveries	138,803
United Way	76,704
Other	266,831



Expenditures

total: \$ 7,924,383

Case Management Services	1,632,469
Crisis Intervention Services	2,644,194
Treatment Services	1,459,291
Housing Support	408,888
Health Promotion and Peer Support Services	377,270
Administration	1,402,271



For a full copy of the Audited Financial Statements, please visit our website at <https://halton.cmha.ca/annual-reports/>.

SUPPORTED BY

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



WHAT WE'RE HEARING



"He would not be where he is today if not for all of the support and guidance of CMHA and its resources."

-the caregiver of an individual supported by CMHA Halton

"Never have I received help like CMHA provided... I now see his attitude starting to change. He has hope now."

-the caregiver of an individual supported by CMHA Halton

"I just want to thank CMHA for supporting me in my journey. You have lived up to your reputation by being the pioneers in providing excellent support and services."

-an individual supported by CMHA Halton

"I have been working on me for years, but this workshop I feel is going to be a huge source of help for me in moving forward from all the challenges I have been facing. High fives all around. Super refreshing!!!"

-an individual supported by CMHA Halton

"I feel the tools I have learned so far have been easy to implement into my daily life. I am provided with a safe space to share my thoughts and ask for clarification. I am looking forward to continuing my journey!"

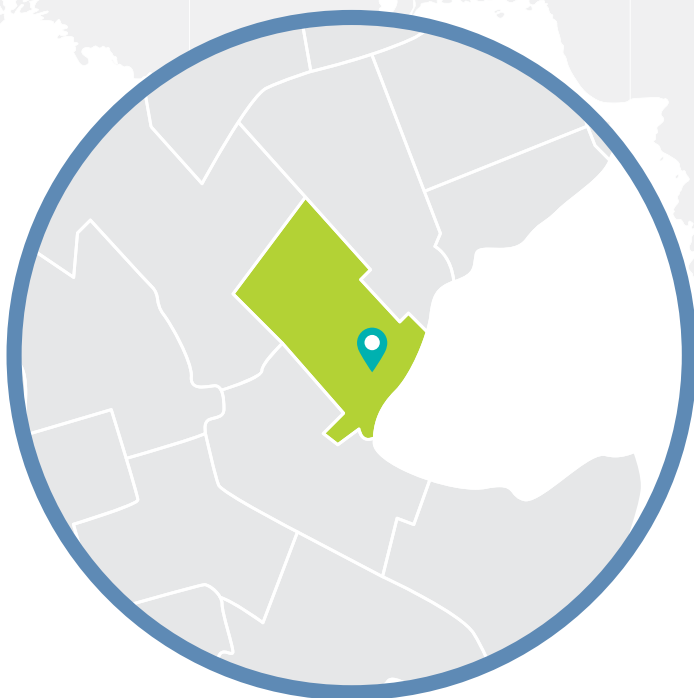
-an individual supported by CMHA Halton

"What's to say? You guys are amazing. Thank you so much for being here. I've accomplished more in a year with you than I have in a lifetime with other resources."

-an individual supported by CMHA Halton

"So gr8ful CMHA came in2 my life."

-an individual supported by CMHA Halton



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

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TTY: 1-844-646-1700
E-mail: info@cmhahrb.ca



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