Living  Working  Belonging

At CMHA Toronto we promote the mental health of all, because we believe that there is no health without mental health, and we advocate for public policies that lead to good health and quality of life for all.

At CMHA Toronto we support the resilience and recovery of people experiencing mental illness by helping them to live, work and belong in our community.

- We help people find and maintain safe and affordable housing where they have a home they can call their own, and the dignity to open their door to their friends and neighbours
- We help people find meaningful work where they know their efforts are valued, whether it be volunteer work of paid employment, providing them with the training and support they need to succeed
- We help people engage in their community as active participants in social and recreational activities, where they can both contribute to and receive back from their community

At CMHA Toronto we are committed to building supportive communities in which people living with mental illness can recover, and experience improved health outcomes and quality of life.

Board of Directors
2013/14
Catherine Anastakis
Vice President
Raksha Bhayana
Natasha Bronfman
Julie Bulmash,
Chair, HR Committee
Mark Burnes
Chair, Finance & Audit Committee
Garry Chan
Bob Coulter
John Delanty
Martin Gurvey
Elizabeth Lin
Chair, Quality Assurance Committee
Steve Lurie
Secretary (Ex-Officio)
Kwame McKenzie
President
Joel Moody
Carolyn Poplak
Mary Jo Smith
Alex Zsager
MILESTONE EVENTS OFTEN MAKE US PAUSE to consider how far we have come. However, after celebrating our 60th anniversary last year, we have continued on through our 60th year of providing services to meet our client and community needs without missing a beat. Our focus at CMHA Toronto is to keep building on the foundation afforded by our past progress and accomplishments.

This year, we received funding from Central LHIN to develop a Housing First project with partner agencies, acting on our belief that all people deserve housing and that adequate housing is a precondition for recovery. This project will provide community supports and housing opportunities to 300 people who are living with mental health and addiction issues. With 8,000 people currently on the waitlist for supportive housing in the City of Toronto, much more needs to be done. This is just the beginning – but it is the foundation upon which we will build.

Included among our other initiatives, this year we:

- Developed and received funding from Toronto Central LHIN for Healthy Families, a partnership with the Children’s Aid Society that connects families in care with mental health services.
- Expanded our work in data analytics, which helps us, along with other community mental health service providers, better plan our services. For example, we have been able to gain knowledge from the analysis of waitlist data for the Toronto Mental Health and Addictions Access Point, and use our analysis of client characteristics using OCAN to identify characteristics of clients with complex needs.
- Worked with MaRS Centre for Impact Investing, United Way and our supportive housing partners, to explore the feasibility of a social impact bond to spur the development of supportive housing.
- Piloted the use of the New Zealand Peer Evaluation process using trained peer evaluators to review our ACT and What Next programs.

All these initiatives point the way to our new strategic plan, as approved by our board in June 2014, to guide us through the years 2015-2020. The strategic plan further consolidates our commitment to providing evidence-based community services, growing our research capacity, and fostering innovation.

We are grateful to our committed staff, board and volunteers, with special thanks to our funders and donors, for another terrific year.

WITHOUT YOU, THERE WOULD BE NO CMHA.

“Our focus at CMHA Toronto is to keep building on the foundation afforded by our past progress and accomplishments.”

Kwame McKenzie
President

Steve Lurie
Executive Director
Where We’re Going – Our Strategic Plan

Building on the foundation of our 2010-2013 Strategic Plan, the Board of Directors has approved a new Strategic Plan to take us from 2015 to 2020. Focus groups, surveys, brainstorming sessions and review processes were conducted with our

We are committed to achieving the following four strategic objectives:

Client & Community

To continue to provide and expand innovative, quality services:

- Respond to service user needs by developing more specialized services
- Seek and evaluate opportunities to increase the number of supportive housing units

Example: Continue work on innovative programs, such as Smoke Stoppers, and develop our Dialectical Behaviour Therapy program.

Financial

To ensure we have sufficient financial resources to achieve our mission and strategic objectives:

- Continue prudent fiscal management
- Develop and implement a new fundraising strategy
- Explore opportunities for social finance, and mobilize private capital

Example: Explore the opportunities and challenges of Social Impact Bonds, which are private investments in programs seeking to improve a social outcome.
Our Internal Processes

**To foster research and innovation in our service delivery:**

- Develop and implement a research and knowledge transfer strategy
- Promote and improve equitable health outcomes for our service users
- Create opportunities for innovation in programs and service delivery

**Example:** Develop and enhance partnerships with academic institutions to conduct data analysis projects on our services.

---

Learning & Growth

**To build our capacity to support our staff and our work:**

- Ensure staff have the tools and resources to deliver effective services
- Enhance our Human Resources capacity and responsiveness
- Develop effective information and communication systems

**Example:** Implement the Mental Health Commission of Canada’s Psychological Health & Safety Standards.
AT CMHA TORONTO WE HAVE ALWAYS believed that, “There is no health without mental health.” More recently, in light of new evidence about the importance of housing to recovery from serious mental illness, we now understand that “There is no health without mental health, and there is no mental health without housing.”

This year, in partnership with Across Boundaries, Addiction Services York Region, and CMHA York Region, we started our Housing First program. In the past, individuals who were homeless had to demonstrate “housing readiness” before they were eligible for housing, which meant first participating in treatment and achieving sobriety. Now, however, it is recognized that quality housing is often the catalyst for people to connect with those treatment services that improve their mental health, physical health, and help them achieve their goals and obtain employment opportunities. Stable housing has also been shown to reduce involvement with police and the justice system, and to reduce hospitalization and emergency room visits.

According to the Mental Health Commission of Canada, the Housing First approach has been shown to increase “housing stability,” increasing the number of days in stable housing and decreasing the number of days spent homeless.

Recovery begins with a place to call home.

“When I first heard about CMHA Toronto’s new Housing First program, I was excited at being part of a service that looked at the whole person…”

PIO GIRALICO

PIO GIRALICO: For as long as he can remember, Pio Giralico dreamed of making a positive impact on the world. After beginning a career in public policy, he had the opportunity to observe at a personal level the repercussions of mental illness and addictions. It was then he decided that a career in social work would enable him to do more.

He joined CMHA Toronto in 2006 as a case manager, however as time went by, he was challenged by fragmentation within the mental health system, the difficulty people encountered in navigating through it, and the gaps in services that persist.

When Pio heard about CMHA Toronto’s new Housing First program, he was excited at being part of a service that looked at the whole person, and not only provided housing but also provided the necessary supports for the individual to keep that housing. Having learned how important the social determinants of health were in one’s recovery from mental illness, he knew that they were equally important as treatment and case management were to recovery.

Finding housing for people at the outset, rather than after they have received treatment, has proven to be an effective strategy. As the lead on our Housing First Team, it is Pio’s goal to ensure that clients get housing, maintain their housing, and that their other needs, such as physical health, are addressed.
CMHA TORONTO RECOGNIZES THAT GOOD physical health and good mental health go hand-in-hand. Unfortunately, the physical health needs of our clients are often not addressed, which can have a negative impact on their overall health and wellbeing. In response, we introduced a Primary Health Care Initiative which provides education to clients and staff in areas such as weight management, diabetes prevention and management, and smoking cessation.

More recently we launched ACT Now, a six-month healthy living program that assists participants in understanding the mind-body connection. One of the risk factors associated with mental health is the increased incidence of co-existing conditions, such as diabetes and hypertension. Through the ACT Now program, clients learn to develop strategies to reduce the risk and severity of associated illnesses, such as improved lifestyle, changes in diet, and increased exercise.

At-risk individuals who were previously isolated not only have more opportunities for physical activity through ACT Now, but once engaged they have stayed involved in community activities. Participants report increased motivation, better sleep, and higher energy levels. Another advantage of ACT Now is that participants increase their social networks after joining group activities, which also leads to a better sense of connection and well-being.

To date, ACT Now has had 73 participants who report a combined loss of 615 pounds and 76 inches!

MARY JOHNSON had just undergone knee surgery when she connected with CMHA Toronto two years ago. However, her recovery had been slower than expected, leaving her with restricted mobility, so the staff of our Assertive Community Treatment Team encouraged Mary to participate in our ACT Now program. Mary agreed, if for no other reason that she had too much time on her hands and the program provided her with a purpose.

Mary began participating in a weekly walking group, taking her dog Bella along. Bella quickly became the group’s mascot. Mary soon found that with each week she became more motivated, and she now sometimes walks for up to one and a half hours at a time. She also now goes regularly to Variety Village, which generously allows ACT Now participants to use their pool and fitness facilities.

Not only does physical activity give Mary a sense of purpose and lift her spirits, it also provides her with opportunities to socialize and connect with others that she might not otherwise have had. She recognizes that getting out for a walk has helped her mentally, “being surrounded by creation and taking time to smell the roses.”

Mary also noted that CMHA Toronto staff helped tremendously by “ensuring that everyone connects and feels a part of things.”

MARY JOHNSON

CMHA Toronto staff helped tremendously by “ensuring that everyone connects and feels a part of things.”

CMHA 2013/14 Annual Report
WHEN WE WATCH THE NEWS THESE DAYS WE find too many stories of individuals who have lost hope and who, in despair, have taken their own lives. From students in our high schools and universities, to armed forces personnel struggling with PTSD, from seniors with soaring rates of depression, to the world of celebrity, we see that the need is great. It is critical that we educate and equip people with tools and resources that address mental health, and that we get the word out that there is help, and there is hope.

Here at CMHA Toronto it is part of our mission statement to provide information and education on mental health and mental illness, and where people can find help. Our Information & Decision Support Team responds to calls for information on mental health programs and services across Toronto. Through our Public Education initiatives and our Opening Doors Project, we continue to deliver workshops that challenge the stigma that too often keeps people from seeking help, and that equip people to effectively engage with those who have mental health issues.

Some of the groups for whom we provided workshops over the past year include:

- Faith-based groups (Catholic Women’s League)
- Public sector workers (Toronto Public Library)
- Educational institutions (Humber College)
- Social agencies (YWCA)
- Security Personnel (Toronto Eaton Centre)
- Health Institutions (Holland-Bloorview Kid’s Rehabilitation Hospital)

Through our educational initiatives we are committed to answering the questions, “Where do I go for help?” and “What can I do to help?”

PAULINE PHOI THI HO came to Canada as part of the first wave of boat people fleeing Viet Nam. Growing up, she was keenly aware that her family was different - in their relationships, family dynamics, and perspectives as newcomers. They were challenged by conflicting value systems and inter-generational issues.

As a result, Pauline developed a great deal of empathy toward newcomers, and a deep understanding of the issues they face. When Pauline began to experience her own mental health issues as an adult and took a leave from her job, she found her biggest challenge was facing the misunderstandings that still surrounded mental health, and became committed to making a difference.

When a position opened up at CMHA Toronto’s Opening Doors Project, which addresses the impact of migration, stress, racism, and discrimination, Pauline knew this was the opportunity to put into action her lifelong passion to serve the needs of the immigrant community.

“I love to be able to spark people’s curiosity, ignite their interest, and get dialogue going that otherwise wouldn’t have happened...That’s how change starts,” says Pauline. What she loves most about her work is having the opportunity to get people thinking and ask questions they may not otherwise think to ask.
TREATING MENTAL ILLNESS MAY BEGIN
with the administration of medications and providing
clinical support but beyond those measures we
recognize the need to support the whole individual.
Social and economic conditions, such as income,
education, nutrition, social connections, and
employment, are critical to the health and well-being of
any of us, and especially so for our clients.

You, our donors and supporters, play a key role
in making this happen. It is your generosity that helps
CMHA Toronto ensure that these supports, most of
which do not receive government funding, are available
to our clients. These supports include:

• The Cameron-Lurie Bursary Fund, which provides
  financial assistance to clients seeking to resume
  their education
• The Reaching for the Stars Business Start-up Fund,
  which assists clients with the costs involved in
  establishing their own business
• The Green-Fischer Personal Assistance Fund,
  which provides financial assistance for medication
  expenses not covered by OHIP
• The Holiday Gift Program, which delivers practical
gifts of warmth during the Holiday Season

In addition, your generous donations of money, gifts
and time help to enhance the programming offered
to our clients at our Social Resource Centres, which
welcome clients to social activities in a safe and friendly
atmosphere.

Your contributions, along with those
of our funders, have enabled us to
continue to offer our Smoke Stoppers
Program and our ACT Now Program,
both of which have proven to be
highly beneficial to our clients’
physical health and well-being.

SETH-ADRIAN HARRIS discovered his passion for
journalism and poetry in high school. After he
bought a used camera the world of visual arts
opened up for him. Seth-Adrian began producing
poetic videos featuring music and dance. However
in 1995 everything changed: he began to experience
anxiety, depression, and psychotic symptoms.

Over the years Seth-Adrian received treatment
and faced many of the challenges that accompany
recovery. Eventually he was able to pick up his
artistic interests again, producing the Gemini award-
winning video “When Moses Woke,” the story of
Harriet Tubman’s journey to freedom.

Last year Seth-Adrian was a Cameron-Lurie
Bursary recipient, which enabled him to study video
editing at George Brown College and take a course
at the Toronto Business Development Centre to
augment his entrepreneurial skills. CMHA Toronto
has been privileged to support Seth-Adrian in the
pursuit of a promising career in film.

Support by the
ACT Team at
CMHA Toronto
helped me to
“put health at
the forefront of
my agenda.”

SETH-ADRIAN HARRIS
Innovation in Service Delivery: The Healthy Families Project

This year, CMHA Toronto collaborated with the Toronto Branch of the Children’s Aid Society (CAS) to launch the “Healthy Families Project,” the first of its kind in Canada. This 13-month pilot project aims at improving outcomes for families affected by mental illness. In a 2012 survey, 42% of the 699 families served by the CAS Toronto were found to have at least one caregiver with a suspected or diagnosed mental illness. Of those, 42% - almost half - were not receiving any mental health services.

Healthy Families, funded by the Toronto Central LHIN, seeks to promote parental mental health, remove barriers to service, and ensure timely assessment and intervention. It is staffed by a multi-disciplinary mental health team composed of a nurse, an occupational therapist and two social workers from CMHA Toronto, who work out of the CAS Toronto Branch office. Their services include:

• Connecting parents to treatment for their physical and mental health needs
• Providing short-term psycho-educational and clinical support for family members
• Training and consultation for CAS Toronto Branch staff, to increase their understanding of mental illness.

Other objectives of Healthy Families include a reduction in parents’ use of emergency room services and numbers of children admitted to care, as well as timelier reunification of children with caregivers.

It is hoped that the project can be expanded to other CAS community branches in future.

Paula Almeida always knew that she wanted to work in social services, but working in mental health was not on her radar screen until she was offered her first employment opportunity with a supportive housing program in the mental health sector. It was there that she realized the importance of mental health, and knew she had found her calling.

She first joined CMHA Toronto in 2005 to work on the Mental Health and Justice Prevention program, a new initiative that recognized the disproportionate rate at which individuals with mental illness were represented in the criminal justice system. She was excited to be part of a network of services and that sought to increase access to resources and reduce barriers for these individuals.

In much the same way, Paula saw the huge potential of the Healthy Families program mandate. According to Paula, “I was excited by the opportunity to be part of a new initiative again and recognized the potential of this program to positively impact both the families and child protection staff.” Since the launch of the program Paula has seen the impact this collaboration is having. “The HFP team takes a holistic approach to wellbeing, informed by the social determinants of health, and is recovery oriented. We are able to identify factors that are disruptive to individual and family health and wellbeing, and assist with linkages to services that can improve outcomes for these families.”
PART OF OUR MISSION AT CMHA TORONTO IS to advocate for public policies that lead to a better quality of life for our clients. Research has demonstrated that social and economic conditions, such as income, education, nutrition, housing, and employment, play a key role in determining health outcomes; policies governing those factors bear directly on our lives. From our Executive Director Steve Lurie, who is recognized for his system leadership and his involvement in policy issues, to our staff and clients, CMHA Toronto is committed to community engagement and advocacy.

We began Community Engagement & Advocacy programming in 2011, to ensure that all our clients have a voice and to build our capacity to take action. We organize monthly workshops for our clients, and encourage active citizenship through collective activities, such as letter writing and visiting MPPs.

This past year we have been involved with the following organizations and campaigns:

- Put Food in the Budget
- Stitching our own Social Safety Net
- Provincial Budget Response
- ODSP Action Coalition
- Social Assistance Review
- Lawrence Heights Inter-Organizational Network
- Scarborough Provincial By-election

Making a difference in our clients’ lives and the life of our community is a priority at CMHA Toronto.

KAMALAMBIGAI YOGARAJAH came to Canada from Sri Lanka in 2001 on a work visa. Her plan was to stay with family and earn enough to bring her immediate family members to Canada. However, she encountered a few setbacks after she arrived here and, as she describes it, went through “terrible suffering.”

Eventually Kamala’s hard work paid off. Her application to sponsor her family was successful, and they followed her to Canada in 2006. In the meantime, however, she had been deeply affected by her struggles to adapt to her new country and culture.

In 2009 Kamala began attending Pathways, a social resource centre in Scarborough, where she participated in classes and activities. More recently, she began attending advocacy workshops where she learned about the Canadian government and which levels are responsible for specific issues. She gained an understanding of our political system and political parties.

Kamala was keenly interested in housing issues, having been on the waitlist for supportive housing for six years. She was pleased to have the opportunity through our advocacy initiatives to go to Queen’s Park with a group from Pathways to meet with government officials to talk about housing. The people in the group had all lived on a limited income for several years, so they also raised the issue of the Ontario Disability Support Program (ODSP), making the case for increasing the annual increment beyond the standard 1%. Being involved in advocacy is very fulfilling for Kamala. “It is good to know that I have a voice, and that I can make a difference,” she says.
CMHA By the Numbers

TOTAL NUMBER OF INDIVIDUALS SERVED BY DIRECT SERVICE PROGRAMS

7,855

Direct Service Programs:

- **INFORMATION & DECISION SUPPORT**: 3,262
  - Responding to requests for mental health services

- **CASE MANAGEMENT**: 464
  - Providing support to live and work in the community

- **HOUSING SERVICES**: 603
  - Ensuring access to safe, affordable housing options

- **EMPLOYMENT SERVICES**: 554
  - Providing support to find and maintain employment

- **ACT TEAMS**: 250
  - Supporting those who have had multiple hospitalizations

- **EARLY INTERVENTION & TYP**: 238
  - Supporting youth in the early stages of mental health challenges

- **COMMUNITY TREATMENT ORDER PROGRAM**: 250
  - Intensive Case Management for those on CTOs
**Groups:**

- **HEALTH & WELLNESS**
  - Groups: 522
  - # of People: 669
  - Supporting women’s mental health and wellness

- **MENTAL HEALTH & JUSTICE CASE MANAGEMENT**
  - Groups: 94
  - Supporting those in the criminal justice system

- **CRISIS PREVENTION**
  - Groups: 98
  - Supporting those at risk of, or involved with the courts

- **FORENSIC SERVICES**
  - Groups: 73
  - Supporting those found NCR and under the Ontario Review Board

- **SAFE BED**
  - Groups: 164
  - Providing short-term housing and support to those in crisis

- **COURT SUPPORT & DIVERSION**
  - Groups: 787
  - Supporting those with court charges pending

- **SOCIAL RESOURCE CENTRES**
  - Groups: 1018
  - Offering Inclusive, supportive environments for socialization

**Workshops:**

- **WORKSHOPS**
  - # Workshops: 262
  - # Participants: 4759

**Practical Supports:**

- **CAMERON-LURIE BURSARY**
  - 14

- **GREEN-FISCHER FUND**
  - 9

- **HOLIDAY GIFT PROGRAM**
  - 5508

**Human Resources:**

- **STAFF**
  - 237

- **PLACEMENT STUDENTS**
  - 15

- **VOLUNTEERS**
  - 47

An additional 150 volunteers helped out with our fundraising initiatives.
Financials

Revenue 2013/14

- 66% Ontario Ministry of Health/LHINs
- 11% Ontario Ministry of Health Rent Supplement
- 11% Rental Income from Clients
- 4% Employment Programs
- 3% Donations and Fees for Service
- 3% United Way
- 2% Other Government Funding

Expenses 2013/14

- 46% Community Support (Case Management, ACT, Early Intervention, Social Recreation, Peer Support)
- 32% Housing (Homelessness, Mental Health & Justice)
- 11% Mental Health & Justice (Court Support, Case Management, Crisis Prevention, Crisis Beds)
- 5% Employment
- 4% Public Education & Advocacy
- 2% Special Projects (Cross-Cultural Initiatives, Consumer Engagement, Access & Diversity)

Balance Sheet

as at March 31

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>1,184,940</td>
<td>774,010</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>537,033</td>
<td>738,296</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>553,676</td>
<td>567,887</td>
</tr>
<tr>
<td>Total current assets</td>
<td>2,275,649</td>
<td>2,080,193</td>
</tr>
<tr>
<td>Investments</td>
<td>3,890,295</td>
<td>3,551,815</td>
</tr>
<tr>
<td>Capital assets</td>
<td>211,594</td>
<td>300,001</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td>6,377,538</td>
<td>5,932,009</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in capital assets</td>
<td>52,180</td>
<td>44,772</td>
</tr>
<tr>
<td>Richmond/Sheppard fund</td>
<td>3,414,867</td>
<td>3,321,336</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>3,467,047</td>
<td>3,366,108</td>
</tr>
</tbody>
</table>

Copies of our complete Audited Statements are available at our offices located at 700 Lawrence Avenue West, Suite 480, Toronto, Ontario. M6A 3B4
THANKS TO ALL THOSE WHO MAKE OUR WORK POSSIBLE:

To our funders, whose support has enabled us to help those with mental health challenges live, work, and belong in our community.

- Central LHIN (Local Health Integration Network)
- Citizenship and Immigration Canada
- City of Toronto
- Human Resources and Skills Development Canada
- Ontario Disability Supports Program
- Ontario Ministry of Health and Long-Term Care
- Regional Integrated Cancer Screening Program, Central LHIN
- United Way Toronto

To our major supporters, whose donations and gifts have made a positive and lasting impact on those living with mental health challenges.

The Mental Wellness Network
Estate of Muriel Irwin Beatty
Rotary Club of Scarborough Bluffs
Estate of George H. Stedman
CHUM Charitable Foundation
Dalton Associates
The Madan and Raksha M. Bhayana Family Foundation
Yamaha Motor Canada Ltd.

Desjardins Insurance
ServiceMASTER Clean
Bell Canada, Employee Giving Program
Ontario Power Generation Employees & Pensioners Charity Trust
Comprehensive Benefit Solutions Ltd.
A. & A. King Family Foundation
Milek and Son Co. Limited.
M. Besir Medicine Professional Corp.

To the hundreds of other individual and organizational donors who generously support our vision of mentally healthy people in a healthy society.
CMHA Toronto

Vision
Mentally healthy people in a healthy society.

Mission
To develop and provide community based support services that help people who are living with mental illness or mental health problems improve the quality of their lives in accordance with their defined needs.

To provide information and education to increase knowledge and understanding of mental health and mental illness and services that promote mental health.

To advocate for public policies that lead to improved quality of life for people living with mental illness or mental health problems, their families and our community.

Core Values
• Integrity • Diversity & Equity • Recovery & Wellbeing
• Accessibility • Safety & Privacy • Quality • Partnership