



COAST
MENTAL HEALTH
Compassion Courage Recovery

ANNUAL REPORT 2016/2017



MESSAGE FROM THE CEO

When I was asked to look back on the year and consider what I was most proud of, “growth” was the first thing that sprung to mind.

In this report, you’ll read about how much we’ve grown in just 12 months – from expanding our housing footprint to Maple Ridge, to securing new contracts for our transitional employment team, to improving our IT systems to free up more staff time to spend with clients.

But growth shouldn’t be our only indicator of success. As we grow, it’s important that we remain true to the values that have brought us so far: a collaborative and client-centred approach; a commitment to continuous improvement; stewarding resources; and integrity and innovation.

So when it comes down to it, what I’m most proud of is that in the midst of all this growth, the heart of Coast continues to beat steadily and that heart

is an unwavering belief in our clients’ potential for recovery.

You will see that belief reflected in all of our major accomplishments this year. Our new logo, representing that one-in-five Canadians will be impacted by mental illness, embodies our past while giving us a cleaner look that is also more appropriate for digital communications. And what does our result with Accreditation Canada reflect if not our commitment to our clients’ potential?

In my mind, our ability to stay true to mission in the face of such rapid growth is the best indicator that we’re ready to take the next step forward. I look forward to taking that next step with all of our clients, staff and partners.

Darrell Burnham
Chief Executive Officer

MESSAGE FROM THE BOARD CHAIR

On behalf of the entire board of directors, it has been an honour to serve Coast’s mission and support clients in their journey of recovery.

For my part, I am extremely proud of all the behind-the-scenes work the board has carried out to ensure that Coast remains a leader in community-based mental health care, from preparing and maintaining a balanced budget to adopting a collaborative model with our sister boards at the Coast Mental Health Foundation and the Coast Social Enterprises Council.

I am so thankful for the expertise of my board colleagues and their ongoing commitment to creating a community that embraces and honors members with mental health issues.

Coast Mental Health is well-positioned to pursue strategic growth and the need for mental health services is urgent. As Chair of the Board, I look

forward to supporting initiatives that help meet this need, like building a stronger presence at Riverview and ensuring that our Resource Centre is open seven days a week.

We have an exciting future ahead of us. At a time when many non-profits are struggling to stay afloat Coast continues to thrive and grow, thanks to our generous funders, government and community partners, and – above all – dedicated and knowledgeable staff.

It is a privilege to be part of Coast’s growth.

Kathleen Kennedy-Strath
Chair of the Board of Directors

2016/2017 YEAR-IN- REVIEW

APRIL 2016

The Cottages program at Riverview gets **two new five-bedroom portables** with living and dining rooms, kitchens, washrooms and five bedrooms, bringing the program up to full capacity.

MAY 2016

It is another record year for Coast Mental Health's **Courage To Come Back Awards**. More than \$1.43 million is raised to support Coast's programs and services.

JUNE 2016

The Human Resources team introduces its **online job applicant tracking system**. The new system is an important step in improving how Coast finds potential new team members.

JULY 2016

Renovations to our upstairs offices at 293 East 11th Avenue begin. The renovations add five new offices, paving the way for a growing Coast Mental Health Foundation team.

AUGUST 2016

Coast signs a Memorandum of Understanding with Andrea Paquette of the Stigma-Free Society to provide funding **to support anti-stigma training** in schools across Metro Vancouver.

SEPTEMBER 2016

Coast holds its **44th Annual General Meeting**. In addition to the regular reports and elections, and the presentation of the Carma Rogers Awards, Coast makes changes to its bylaws and constitution in response to changes to the BC Societies Act.

OCTOBER 2016

Coast introduces the **'Heart of Coast' employee recognition program** to celebrate staff who truly embody Coast's values. Staff receive a plaque and an invitation to the Courage To Come Back Awards.

NOVEMBER 2016

The **Art Show** comes to the Resource Centre and 150 clients and guests celebrate recovery at the **Recovery & Rehabilitation Gala**. Finally, **Accreditation Canada** reviews our sites.

FEBRUARY 2017

Coast celebrates Accreditation and **the launch of a new logo and brand identity** at a long-overdue staff party. The launch of the new logo is the first step in a more targeted approach to public awareness about Coast's work. Coast also assumes management for **Alouette Heights** in Maple Ridge.

MARCH 2017

The year wraps up on a great note with an invitation from BC Housing to take on ownership of a **10-bedroom home at East 2nd Avenue** and the go-ahead to add **two more beds to Renfrew House**.

DECEMBER 2016

Official word comes that Coast has received **'exemplary standing'** with Accreditation Canada, scoring 100% in six out of eight categories and 99% in the remaining two.

JANUARY 2017

Coast Mental Health Foundation hosts the official **2017 Courage To Come Back Awards Nominations Launch** at the headquarters of the new presenting sponsor Silver Wheaton Corp.

HOUSING – GROWTH



The addition of Alouette Heights in Maple Ridge in February is an example of Coast's growing footprint throughout Metro Vancouver.

What achievements are you most proud of this year?

I'm proud that Coast Mental Health keeps being tapped on the shoulder to take on new housing sites. Our reputation for providing safe and stable housing has led to more opportunities to provide housing for vulnerable people.

Alouette Heights in Maple Ridge is a great example. We assumed management of Alouette Heights in February, which is a 47 unit building with 20 supported independent living apartments.

Early in 2017, BC Housing also offered us a house at East 2nd Avenue in Vancouver, which will open its doors in late summer or early fall of 2017 and provide a safe home for 10 clients recovering from mental illness.

In a similar vein, we were given the go-ahead to expand at Renfrew House, which supports young people transitioning out of government care and into adulthood – that brings us to eight beds there. And of course we continued working on Storeys in Richmond, which will be



RENAY BAJKAY
DIRECTOR,
HOUSING SERVICES

ready for tenants late summer of 2017.

Our team has done a fantastic job in taking on new projects while continuing to make sure our existing housing sites are running smoothly – I'm very proud of the work they do everyday.

What challenges have you and your team overcome this year?

Having the right amount of resources is always a challenge and it's not something that can be easily overcome. Still, we keep seeing how dedicated the people who work at Coast are and it has nothing to do with the hours they're paid for. It's really our staff's commitment to living the Coast values that allows us to be so successful in supporting our clients.

What do you hope to achieve in your role in the coming year?

The opening of the new Storeys building in Richmond is something we're all excited about. Coast will hold 48 of the 129 apartments in that building and I look forward to seeing that new community get settled in the second half of 2017.

It's also important to me that we keep successfully integrating new properties while making sure we maintain the high quality of programs and services that we're known for. We've had such a massive growth recently and seen so many changes that it will be important to review what we've done so far and where there are opportunities to improve services in the context of this growth.

What excites you most about the future for Coast Mental Health?

I would like to say the most opportunities for growth are in housing and I definitely think there is more to come but as we go into new communities outside of Vancouver there also seems to be a huge potential for all the wrap-around support Coast offers.

I've noticed that a lot of the services that we take for granted in the city are missing when you get farther out. As we bring more housing to other communities, I see a real opportunity for this to pave the way to offer more programs and services for people recovering from mental illness throughout Metro Vancouver.

HOUSING AT-A-GLANCE

With the addition of the two beds at Renfrew House and the 47 units at Alouette Heights, Coast Mental Health provides a safe and stable home for more than 850 clients at the time of writing.

COMMUNITY HOMES
108 clients

ENHANCED HOUSING
229 clients

SUPPORTED HOUSING
340 clients

LOW-BARRIER
HOUSING
82 clients

SUPPORTED
INDEPENDENT LIVING
106 clients

Find out more about our programs and services:
www.coastmentalhealth.com

REHABILITATION & RECOVERY – VISION



Our Rehabilitation & Recovery programs are housed at Riverview, located on the unceded grounds of the Kwikwetlem First Nation. Coast is working towards a tangible First Nations presence within these programs.

What achievements are you most proud of this year?

Above all, I'm very proud of how the team out at Riverview has developed and their understanding of how recovery is an individual journey for every client. We also are working closely with First Nations elders and we've completed the first part of staff training on cultural awareness from a First Nations perspective.

I'm also proud that we were able to expand to two training apartments. These apartments allow clients to experience the challenges of independent living while still having daily support from us. For many clients it's proven to be a vital step in order to make a final decision about moving beyond the program.

Of course, I want to reflect on clients' achievements too. They come to us willingly to work on their recovery. The process is slow and full of challenges but we've established a pattern that at any given time 80-90% of our clients are able to sustain sobriety and recovery.



BEATA ZALESKA
DIRECTOR,
RIVERVIEW PROGRAMS

What challenges have you and your team overcome this year?

Our challenges are more related to systemic challenges. The most crucial part of recovery is securing affordable housing in the community and very often even though the mental health supports are in place, there is no affordable housing available to our clients.

There is a lot of willingness to help from supporters like BC Housing however the actual resources are very limited. It's difficult for our clients to continue their journey of recovery without appropriate homes for them to transition into.

What do you hope to achieve in your role in the coming year?

I definitely want to make our relationship with First Nations much stronger. We really want First Nations to have a tangible presence at Riverview, particularly the Kwikwetlem Band. Our first step is to build a medicine wheel herb garden on the grounds.

We're also hoping to engage more young people by inviting students from a local middle school to come visit us in September and talk to our staff and clients about mental illness and the nature of addictions. I know that First Nations are very interested in being part of this opportunity too.

We are getting closer to having more formal pet therapy on the grounds too. So far we have a number of staff who bring dogs and this is extremely well-received by clients and we have evidence of the benefits of those relationships in terms of managing stress and just being able to develop relationships in general.

What excites you most about the future for Coast Mental Health?

I am excited about Riverview's future and the role Coast could play. Right now, Riverview is 90% unpopulated and the potential is absolutely endless.

A few years ago, we created a vision for Riverview that is very compatible with the vision supported by the City of Coquitlam, combining smaller treatment centres with housing, health care professionals, stores, cafes and even a fitness centre. It imagines a revival at Riverview that would involve the Coquitlam community overall.

REHABILITATION & RECOVERY AT-A-GLANCE

Riverview is home to Coast's Cottages and Rehabilitation & Recovery programs.

COTTAGES

- 12 cottages
- Transitional home for 41 clients who have had involvement with the criminal justice system but have been found "not guilty due to mental defect."

REHABILITATION & RECOVERY

- Supports 15 women and 25 men recovering from severe mental illnesses and addictions.

Find out more about our programs and services:
www.coastmentalhealth.com

SUPPORT SERVICES – INNOVATION



In February 2017, Coast entered into a partnership with Fraser Health to bring Coast's Young Adult Peer Support Program to more formal settings within the health authority.

What achievements are you most proud of this year?

I'm really proud that we've been able to extend the work placement period for young people in our Culinary Skills Training Program to 16 weeks by expanding our team. Previously, the work placement program had only been six weeks. We knew that just wasn't enough to give the participants a really strong start after completing the program but we didn't have the staff to support longer placements.

The Culinary Skills Training Program is part of our commitment to offering support services specifically geared towards vulnerable young people. Through the program, we're not just offering job prospects but giving them the skills they need to manage their well-being as they become young adults.

Another cool thing is that we've embarked on a partnership with Fraser Health to bring our Young Adult Peer Support Program to more formal settings like hospitals and adolescent day treatment programs within Fraser Health.



TRACY SCHONFELD
DIRECTOR, COMMUNITY
SERVICES

Our own Peer Support Worker trainer Fraser McKenzie began the training for Fraser Health in February 2017. Through this partnership, Coast has really shown leadership as an organization supporting recovery from mental illness.

We've been able to fund the program for six months and we're hoping that through the training and a cultural shift, Fraser Health will then be able to sustain their own Young Adult Peer Support program.

What challenges have you and your team overcome this year?

I think the fentanyl crisis has been a huge challenge for all of our teams. We've got our whole division trained and supported in administering Naloxone and resuscitating people. Not surprisingly, that in itself has been very stressful for everyone. All of our staff are hyper-aware for the need for more support for our clients.

What do you hope to achieve in your role in the coming year?

I really hope to see sustainable funding for the culinary program. This program is so important because it works with young people between the ages of 19-30 who have lost their peer group because they've been working hard at their recovery and that's sort of taken them out of the game.

The culinary program is truly innovative – there's nothing else like it being offered for young people in our communities. It's such an exciting program because it gives these young people the chance to plug into something that is really supportive and allows them to re-establish their identity within the context of a group while learning skills that will help them no matter what they chose to do after they complete the program.

What excites you most about the future for Coast Mental Health?

I think that we have a lot of really amazing staff and we have a great vision for the future – a client-centered vision. When you combine those two things and have a strong philosophy around innovation really anything is possible. I think the sky could really be the limit for this organization.

SUPPORT SERVICES AT-A-GLANCE

RESOURCE CENTRE

1225 Seymour Street

- 500+ members
- 250+ low-cost healthy meals daily
- Free laundry & shower facilities
- Home to the Art Room and community garden

PEER SUPPORT PROGRAM

- 9312 hours of support provided by peer support workers

STREET OUTREACH

- 250+ clients fast-tracked for income assistance

TRUST PROGRAM

- 301 active trusts
- \$13.6 million in assets under management

YOUTH SERVICES

- Young Adult Peer Support program
- Culinary Training Program
- Youth-specific housing

Find out more about our programs and services:
www.coastmentalhealth.com

EMPLOYMENT & EDUCATION – INDEPENDENCE



Coast’s mobile street cleaning team was awarded a new contract with the City of Vancouver in early 2017, opening up more job opportunities for clients.

What achievements are you most proud of this year?

It was a great year for all of our employment-based programs, from our social enterprises to the Clubhouse.

We focused a lot of attention on paving the way for Café 335’s ongoing growth, both for the catering business and the café itself. With support from UBC’s Enactus program, we put together a new business plan which we’ve already begun implementing. We also developed a new brand for the café – this summer we’ll be doing some renovations and preparing it to launch under the name the Social Crust Café in the fall.

In January, our mobile street cleaning team was awarded a new contract with the City of Vancouver after a very successful pilot project.

Thanks to the pilot’s success we now have a permanent contract to provide street cleaning for 23 Business Improvement Associations five



CATHY TAYLOR
DIRECTOR,
EMPLOYMENT SERVICES

days a week. This is great news for clients because it means we will be able to offer more transitional employment job opportunities.

Our Clubhouse maintained a vibrant membership base and a great reputation among mental health teams. We get about 300 different people using the Clubhouse each month – 70 members through the transitional employment program, a number of people working independently and then the people who take part in the activities here. Finally, Landscaping with Heart continues to employ 14 people and saw steady business.

What challenges have you and your team overcome this year?

Resources are always a big one – staff resources. But while we may be short-handed at times, our teams are extraordinary. Two members of my team were recognized by Coast’s new staff recognition program this year and their contributions speak to their commitment to Coast and our values. It’s thanks to them that we’re able to overcome so many obstacles and support our clients as they pursue recovery and take on the challenges of work training and placement.

What do you hope to achieve in your role in the coming year?

Implementing the rebranding of the café and strengthening its market is an important goal for us without question. We’re excited about getting those renovations underway.

We also intend to continue to grow the Clubhouse membership – we’ll keep working with the community to make sure there is awareness of the opportunities and supports we offer. At the same time, it’s very important that the Clubhouse continues to have the input from the membership so we must continue supporting that. Finally, I’d also like to explore how we can offer our clients a wider variety of job placements.

What excites you most about the future for Coast Mental Health?

I am excited that there is a commitment around employment. It’s an important piece and that pre-employment piece is critical to making people feel ready to rejoin larger social structures and have the confidence to succeed and really do well in their positions.

EMPLOYMENT & EDUCATION AT-A-GLANCE

These programs are based out of our Clubhouse.
295 E. 11th

CLUBHOUSE

- Offers work training and experience through the employment training units followed by six-to-nine month job placements.
- 85 Transitional Employment Program job placements.

SOCIAL ENTERPRISES

- 11 employed through Café 335
- 120 gained work experience through Coast
- 14 employed through Landscaping with Heart

EDUCATION

The Education Assistance Fund helps clients pursue training that could lead to employment.

- Up to \$2500 available per funding request
- 30 clients advanced their education

Find out more about our programs and services:
www.coastmentalhealth.com

OPERATIONS – EXCELLENCE

Coast's dedication to continuous quality improvement has made us a leader in community-based mental health care and is a vital part of supporting recovery.

What achievements are you most proud of this year?

Well, we did get exemplary standing with Accreditation Canada, meeting 498 out of 500 standards! A lot of time went into getting ready for company coming. We do a good job day-in and day-out but obviously, just like at home, sometimes you let things get a little dusty. With company coming, we polished everything up and were able to achieve an amazingly high rating – but that's also what we expect from ourselves.

I'm also proud of a lot of the behind-the-scenes IT clean-up that got done – the importance of that can't be underestimated. We recognized our network was slow and unreliable and frankly we'd been getting that feedback for years so we really systematically started to clean things up last year. It's not glamorous but if we can free up more staff time through a better IT infrastructure, that's more time they can spend with clients.



RHONDA RECTOR
DIRECTOR,
OPERATIONAL SERVICES

What challenges have you and your team overcome this year?

I think the biggest challenge is capacity. We have a lot of great people but we can only do so much and remaining an exemplary organization will mean investing in people. If you're not willing to compromise on quality and service, you need to make sure you're growing your team as you grow services and programs.

What do you hope to achieve in your role in the coming year?

I would like staff to experience value when it comes to their digital workplace. I'd like to see a full evaluation of our IT infrastructure to find out if it can scale up and take us where we want to go. And if not, then we'll need to come up with a plan of what we need to do.

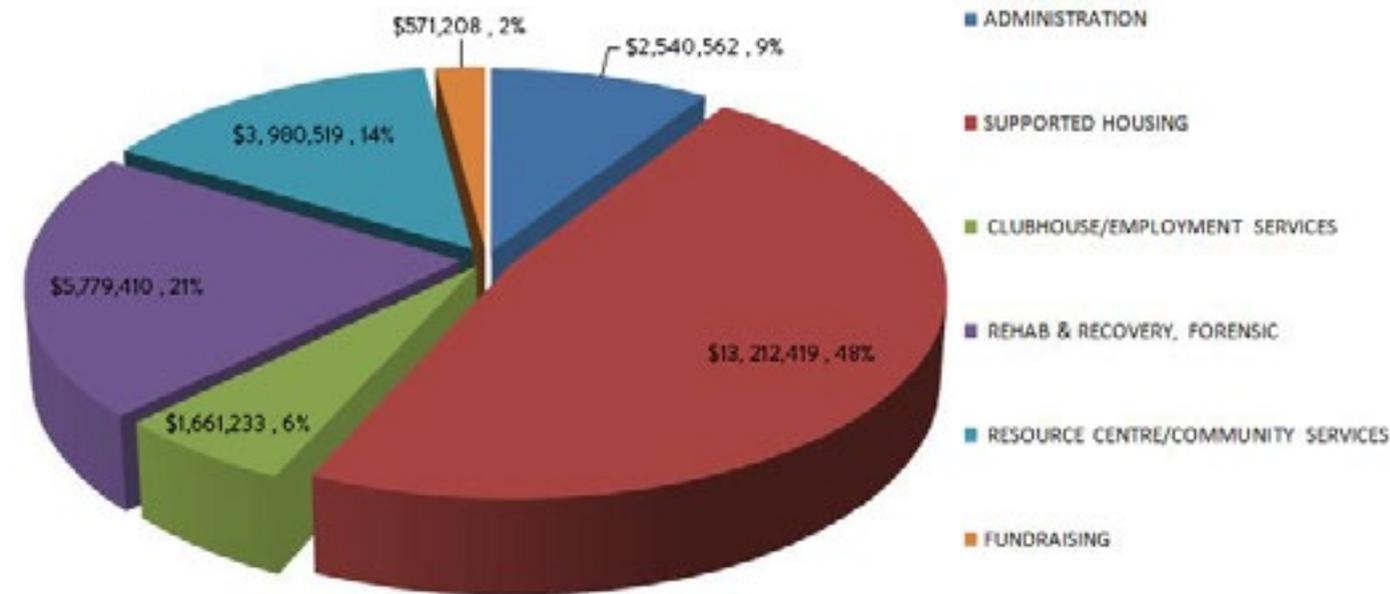
What excites you most about the future for Coast Mental Health?

For me, it's our leadership around the anti-stigma campaign. I'm passionate about mental well-being for society and helping people to understand that it's as important as physical health. Without mental well-being, your physical well-being will suffer. I want to continue to show people that it's ok to say "I need to help".

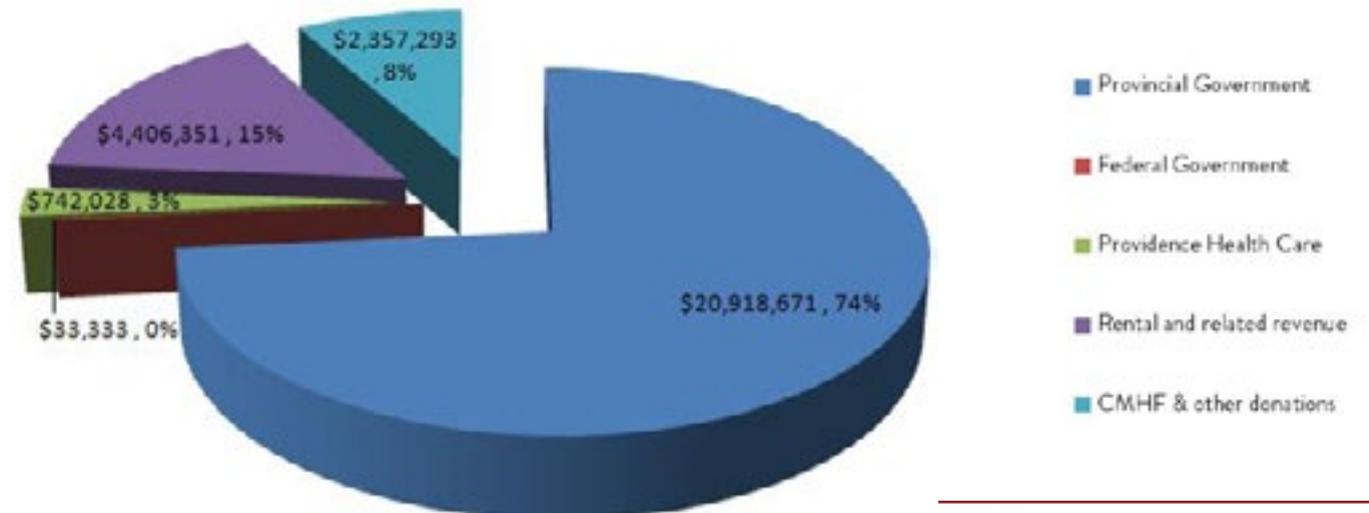
FINANCIALS – STEWARDSHIP

Coast is committed to ensuring the effective and responsible management of resources. Much of our work is made possible by government and other funding partners. Private philanthropy drives the development of the programs and services that put us at the forefront of client-centred recovery.

SUMMARY OF COSTS - FY2016/2017



SUMMARY OF FUNDING SOURCES - FY2016/2017





"See the World through my eyes
and walk a mile in my shoes."



COAST
MENTAL HEALTH
Compassion Courage Recovery

coastmentalhealth.com
info@coastmentalhealth.com

ADMINISTRATION OFFICE

293 East 11th Avenue
Vancouver, BC V5T 2C4
Phone: 604-872-3502
Toll-Free: 1-877-602-6278

CLUBHOUSE

295 East 11th Avenue
Vancouver, BC V5T 2C4
Phone: 604-675-2357

RESOURCE CENTRE

1225 Seymour Street
Vancouver, BC V6B 3N6
Phone: 604-683-3787