



**COAST**  
MENTAL HEALTH  
*Compassion Courage Recovery*

**ANNUAL REPORT 2018 / 2019**

# MESSAGE FROM THE CEO



DARRELL BURNHAM  
CEO

Fiscal 2018/2019 has been another very productive year focused on the expansion of Coast Mental Health (CMH) services to support the communities we serve across Greater Vancouver and the Lower Mainland.

We successfully opened five new properties: Journeys community home, Maple Ridge Modular, Camille House, tæ cecaw and Nair Place, adding 145

homes with supports that cover a spectrum of mental health needs in our communities.

With many new homes, we also see growth in a range of essential services and capacity enhancements across the organization, resulting in significant recruitment efforts and hiring over 200 new employees to fill roles across our organization.

Many challenges do lie ahead for us as we pursue our mission. Public attitudes towards mental illness and substance use are quite divided, support is growing, but also public concern and opposition. It does take considerable courage and dedication for us to move forward, and we thank friends of CMH for their support.

I would like to make special mention of our dedicated Boards' of Directors for their guidance throughout the year, our leadership team, our compassionate staff, and our volunteers across the organization, for their unwavering dedication to the support of our mission and the recovery of our clients. I am continually inspired by the courageous journey of recovery of our clients and their many contributions to the work we do.



# MESSAGE FROM THE BOARD CHAIR



PETER GIBSON  
BOARD CHAIR

This year marks continued growth for Coast Mental Health. Through the current strategic plan “Compassion, Courage, Recovery”, we have seen significant progress toward our targets.

I would like to recognize the Coast Mental Health Foundation for all their hard work in fundraising. Last year, we celebrated two decades of Courage to Come Back Awards, raising \$3.1 million dollars.

This year, we applaud our five female award recipients at the 2019 Courage to Come Back Awards, raising \$2.5 million to sustain vital programs and services in mental health.

It is with a great honour that I find myself in the position of Chair of the Coast Mental Health Board of Directors once more. I am constantly amazed at the dedication that the directors and staff have towards living CMH Values. I would especially like to thank Catherine Dahl for her contributions to CMH, as she steps down from the board.

## HIGHLIGHTS:

- Opened five new properties, adding 145 beds, achieving over 50% of our target for 2021
- Expanded on innovative supports, such as the Cognitive Remediation program, to encourage client wellness
- Developed partnerships with various academic institutions and organizations to support research projects in mental health
- Surpassed our target set for 2021 for youth programs
- Launched Employment Services in Richmond, in partnership with S.U.C.C.E.S.S. Foundation
- Improved employee engagement by utilizing an intranet platform to centralize resources and increase knowledge sharing
- Reclassified our union employees within the health care sector, allowing us to be more competitive
- Started a robust succession plan for all levels of governance

# BUILDING OUR HOUSING PORTFOLIO



Maple Ridge temporary modular housing opened October 2018.

## **Coast Mental Health added a record-breaking five new sites to its housing stock in 2018/19.**

Camille House, Journeys, Maple Ridge Modular, Nair Place, and tə cecəw provide homes and supports for people with a wide spectrum of mental health concerns.

“Over our 47 years we’ve developed expertise in caring for people with complex mental health and addiction issues,” notes CEO Darrell Burnham. “Our funding partners recognize and appreciate this and also have confidence in CMH’s ability to develop and operate sites in communities where there is initial community opposition and resistance.”

“Key to our success is that we’ve always included clients and frontline staff in our planning,” says Director, Housing Services, Renay Bajkay. “We build upon that foundation every time we start a new project or take over an existing one.”

To manage the growth experienced over the past year, we hired over 220 staff. Program directors worked together closely as new projects were added and lent stability to the recruits. Infrastructure has been created to orient new staff and our IT is evolving as we implement cloud communications.



tə cecəw (The Beach) modular housing opened in October 2018 in the Mount Pleasant neighbourhood.

We are also investigating a talent management process to support our leaders and to develop new ones internally.

Coast is an active partner in BC Housing’s Rapid Response to Homelessness program with 53 modular units in Maple Ridge and 46 units at tə cecəw in Vancouver’s Little Mountain neighbourhood opening in 2018/19. A second modular site in Maple Ridge will open in September 2019.

“These sites use the Housing First model,” says Renay. “The tenants’ lives have been very chaotic before they come to us. Our staff are with them as they take those first steps to get back into everyday life. Everyone has their own apartment and we’re seeing wonderful successes. There’s nothing more rewarding than the day you hand a client a key to their new home... we see lives change for the better every day.”

“The government’s focus on providing low-barrier homes over the past few years has made an important difference to people who are homeless,” adds Darrell. “But it’s becoming even more important for us to advocate and plan for more community-based housing. There’s a huge need for Coast Mental Health-supported apartments as more and more people are ready to take the next steps towards more independent living.”

# LETTING OUR JOURNEYS BEGIN



Clients at Journeys community home enjoy a weekly art activity together.

**Coast Mental Health experienced phenomenal growth in 2018/19 with five new housing sites opening to support community needs. One of these is Journeys, a 10-bed community home in a quiet Vancouver neighbourhood.**

Clients are flourishing in the home's safe environment. Most arrive from tertiary care facilities; they have been discharged from hospital and are no longer acutely ill. While many expect to live at Journeys for two years, within the first year three spread their wings and left for enhanced housing.

Community Homes Nurse Manager Anita Bhardwaj credits Journeys' staff and services for preparing clients for further community integration.

“Staff are available 24/7 and we have a wide range of experience. We're here for one-one-one support as well as group therapy. We work with clients to discover their personal goals and help them find realistic ways of achieving these.”

The ratio of staff to clients allows for the development of strong therapeutic relationships and programs to evolve to meet client needs.



Coast Mental Health staff and clients celebrate a one-year anniversary for Journeys community home.

“We’ve maintained from the beginning that Journeys’ programming is based on what clients feel they need,” says Anita. “This coincides with our philosophy of psychosocial rehabilitation and client autonomy. We can’t achieve a client’s goals for them. And, when they feel they control their goals, their confidence in their recovery and their self-esteem builds.”

In Journeys’ first year, programs included social interactive groups, discussions about anxiety, coping, and depression, an art group, as well as smoking cessation, reflection, and fitness groups.

“Journeys offers a safe place for clients to grow and steer their own lives in ways they want them to be.”

**Anita Bhardwaj,**  
**Community Homes Nurse Manager**

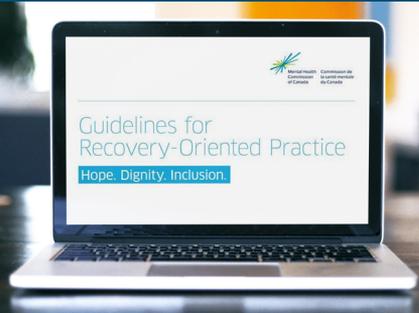
Journeys’ first anniversary was in March. Clients and Coast staff who have been part of the “journey” gathered to commemorate this special milestone.

# YEAR IN REVIEW



**<< EXPANDING OUR SERVICES THROUGH STRONG PARTNERSHIPS.** We saw record breaking growth with five new housing projects in 2018/2019 (tə cecəw , MR Modular, Camille House, Nair Place, Journeys).

**>> ENGAGING IN RESEARCH TO BECOME A CHANGE LEADER.** Working with clients and their families, we're partnering with McGill University in a national research project to update the Guidelines for Recovery Oriented Practice by the Mental Health Commission of Canada.



**<< BUILDING A CULTURE OF EXCELLENCE THROUGH COMMUNITY.** We launched our first intranet named Coast Connect. Through online community, we're building operational efficiencies to support our growing organization.



**>> EMBRACING TECHNOLOGY TO SUPPORT OUR STAFF.** Established web conferencing capabilities to increase our capacity to connect easily across our facilities.





**<< SPECIALIZED MENTAL HEALTH SERVICES KEY TO OUR GROWTH.** We now have 685 employees. This fiscal we hired 224 people for full-time, part-time and casual work positions to support our exponential growth across Greater Vancouver and the Lower Mainland.

**>> 2019 COURAGE TO COME BACK AWARDS.** Through the community's generous support, we raised \$2.5 million to enhance community-based services and programming.



**<< REDUCING BARRIERS TO EMPLOYMENT FOR PEOPLE WITH MENTAL HEALTH CHALLENGES.** We hosted two sold-out pop-up Chef Nights to increase the profile of our Culinary Skills Training program for youth and our social venture—The Social Crust Café and Catering.



**>> RECOVERY GOAL-SETTING TOOL TO SUPPORT THE WELLNESS OF OUR CLIENTS.** Established the Personal Recovery Outcome Measure, a goal-setting tool to measure recovery outcomes that offers deeper insights for both clients and staff.



# CREATING A SAFE SPACE FOR YOUNG ADULTS



Jolene Hammermeister, Program Coordinator, Young Adult Program, works with a youth to set some personal goals at the Clubhouse.

**Over the past year, Coast Mental Health has been revitalizing its Clubhouse programs to meet the needs of a healthy and inclusive community.**

One of our additions has been the Young Adult Program, which provides a safe space for youth ages 19 to 30 to develop essential life skills to support them as they plan for their future.

“In the past, we’d found that many young people who came to the Clubhouse weren’t finding anything there to keep them coming back,” says the program’s coordinator Jolene Hammermeister. “So we took a step back and thought about what it would take to connect this demographic to the community. Some of them are still learning about their mental health diagnosis. It takes time to navigate the healthcare system and to learn what keeps them well. And many are also at the point where they don’t believe

they are deserving of the same level of respect given to people who don't have a mental health diagnosis.”

Jolene works with a young adult peer support worker to create a friendly atmosphere for the program's members. A wide range of activities from gardening to playing video games to learning work skills are available for the members who drop by the Young Adult Program, whenever they choose. Some come for specific activities, while others just want a place to hang out. Social activities are arranged and life skill programs, such as nutrition, hygiene, stress management, and setting boundaries, are offered.

“The reason this program has grown and been successful is because members are treated and celebrated as amazing people. They're given boundaries and respect. In turn, they have someone they can trust who will advocate for them.”

**Jolene Hammermeister,  
Program Coordinator, Young Adult Program**

“We go on a lot of outings because that's where people can actually work on their social skills,” says Jolene. “That's far more engaging than a classroom setting, and members get to experience activities in the community that they often wouldn't have access to. Some feel they don't belong in their community, having been stigmatized and mistreated in the past...we're giving them the knowledge that they have the right to be in the world just like everyone else.”

The program allows members to explore new opportunities, expand their ideas, and build important peer relationships. Some of them are at a stage in their recovery to start setting goals and following through on these, with several members now working and a significant number furthering their education.

“There isn't any other program like this in Vancouver and it wouldn't exist without donations,” adds Jolene, who is grateful for the generosity of Coast Mental Health's supporters. “We're filling a gap in support services that this demographic can access, making it easier for them to transition to adult services.”

# ADOPTING & ADAPTING COGNITIVE REMEDIATION PROGRAMS



Cognitive learning tools build wellness for clients enrolled in the Rehabilitation and Recovery Program and the Cottages Transitional Program.

**Many of Coast Mental Health’s clients live with serious and disabling illnesses that impact their neural circuitry. The medications they must take do not help with the cognitive impacts of their illnesses, and issues such as decision making and problem solving are impaired. To strengthen clients’ cognitive abilities, we introduced a cognitive remediation program in 2018/19 to support programs at our Riverview site in Coquitlam.**

“We’re using cognitive remediation exercises to help clients develop strategies they can apply in their everyday lives,” says Beata Zaleska, the director of Riverview Programs. “We’re seeing positive outcomes in helping them function in their communities, in their interactions with others, and in making decisions for themselves. We call it a brain fitness program.”

Clients use specially designed computer games that allow them to proceed through different levels at their own pace. Board games that require critical thinking are also part of CMH’s cognitive remediation toolkit.

“These are specific exercises that help clients to process information,” says Chief Operations Officer Bruce Smith. “Different techniques help them build their skills to keep their cognitive functioning in better shape. We tailor the program to match clients’ real-life situations and work with them to determine their goals and what’s needed to achieve those.”

“Much as we exercise our bodies to stay fit physically, cognitive remediation exercises our brains to stay fit mentally.”

**Beata Zaleska,**  
**Director, Riverview Programs**

Exposing clients to nature and practices such as mindfulness are also proving beneficial.

“These are all valuable additions to traditional approaches to mental illness,” adds Beata. “A new area that we’re exploring is adventure therapy, where we maximize the obvious benefits to clients of being outdoors combined with the problem solving and strategic thinking that is at the core of cognitive remediation. We hope to gather evidence over the next few years to demonstrate that a combination of medications, psychosocial rehabilitation, and other approaches including cognitive remediation provides unexpected positive outcomes for people with chronic mental illnesses.”

Coast Mental Health’s cognitive remediation programs are funded by donations. This generous philanthropy pays for resources as well as staff training. With cognitive remediation’s many benefits, we are looking to expand its use to the Resource Centre and the Clubhouse.

“We’d like to extend cognitive remediation to these venues as well as to our housing sites with younger clients,” says Bruce. “The earlier in life we can introduce these skills, the better the outcomes. We want people to live fulfilling lives in their communities and these programs are helping with that.”

# A RECIPE FOR SUCCESS:

program synergies provide strong supports



Graduates of Coast Mental Health's Culinary Skills Training Program work with Chef Scott Jaeger, owner of The Pear Tree Restaurant, during our first pop-up Chef Night held at the Social Crust Café located on Pender Street, Vancouver.

**Coast Mental Health recognizes that, to be successful, programs need to be client centred. The Culinary Skills Training program is a remarkable example of this.**

The program provides young adults with mental health challenges, who face barriers to employment, with the knowledge and training they need to work in the food sector. During their training, they have opportunities to work in the industrial kitchen that prepares meals for tenants living at CMH's Pacific Coast Apartments and as part of our social enterprise, the Social Crust Café and Catering.

"We want to meet our students where they're at, but not limit them," explains the program's manager, Chef Margaret Davies. "They all work at a level where they can be successful and build their confidence. Our success

is due to our great team. A mental health worker is with the students every step of the way to provide support. We also have four Red Seal chef instructors, a catering operations manager, and me. The integrative programming and staff support mean students can learn and progress at their own pace.”

In 2018/19, 28 youth were part of the Culinary Skills Training program. Of these, five were hired by the Café, three went on to further their education, and several more secured other jobs in the food sector.

“The youth are wonderful to work with,” says Chef Margaret. “They come in shy, scared and apprehensive. But they bond with each other and us, which makes a huge difference to their success. Being able to accomplish the challenges set out before them is a great boost for their confidence.”

“The students all work at a level where they can be successful and build their confidence. The integrative programming and staff support mean they can learn and progress at their own pace.”

**Chef Margaret Davies,  
Program Manager, Culinary Skills Training program**

The program hosted its first ever Chef Night in November with Chef Scott Jaeger from the renowned The Pear Tree Restaurant, collaborating with our students in the preparation and service of a four-course menu. The sold-out evening allowed the youth to showcase the skills they have gained and helped raise funds that are put directly back into the program, which is funded completely by donations acquired through fundraising efforts of Coast Mental Health Foundation.

“It’s a really innovative, interesting and different program,” adds Chef Margaret, “and because it is funded by philanthropy, we’re able to tailor the program to meet the needs of the clients. We give them job skills and we’re positively impacting their mental health. We’re showing them they belong, and that there are supports here. This program helps youth develop friendships and a support network.”

# REMOVING BARRIERS TO EMPLOYMENT



Coast Mental Health's Street Clean Team works rain or shine to support many Vancouver neighbourhoods.

**People with mental health challenges often struggle with finding and maintaining work because of stigma, discrimination, and social exclusion. Coast Mental Health works to remove those barriers by providing our Clubhouse members with the skills required to land and hold a job.**

Once members have demonstrated accountability and responsibility, they are eligible to join our Street Clean Team. Here they find meaningful employment, build their confidence and develop a sense of belonging.

“We want to set our members up for success,” says Coast Mental Health’s Employment Program Coordinator, Melissa Chan. “The most important thing we can do for our Street Clean Team is be flexible. They can work

the shifts they want to accommodate their needs. We take their mental health issues into consideration... just because they are on their road to recovery doesn't mean there won't be times when they need a supportive environment that's aware of their needs."

"One of the Employment Program's goals is to transition our members to better work environments and provide them with job opportunities they wouldn't otherwise have."

**Melissa Chan,**  
**Employment Program Coordinator**

Our 80-member Street Clean Team provides services to over 20 business improvement associations and housing co-ops throughout Metro Vancouver. Team members receive on-the-job coaching and in-the-moment feedback. Other supports offered include non-violent crisis communications, safe needle pick-up training, and work safety training. Members can stay with the program as long as they are continuously working on aspects of their goal plan. Our staff get to know each member on an individual basis in order to understand their unique needs and their goals.

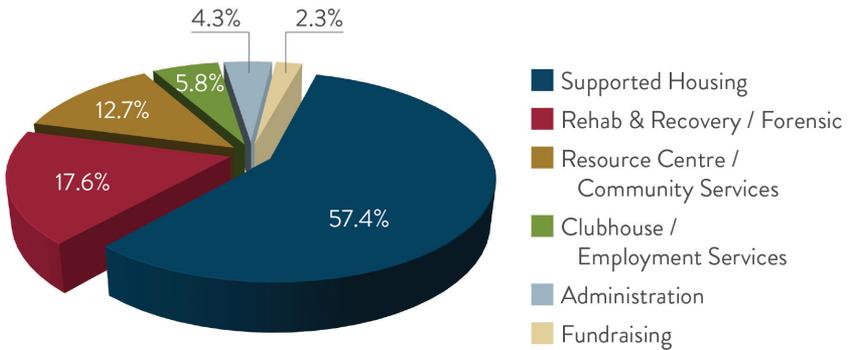
"The businesses that work with us choose the Street Clean Team because they want to give back to their communities and support people recovering from mental health challenges," says Melissa. "They know they're doing something that is in the social good. Also, the team does really great work. They show a lot of pride in what they do and they have a passion to make Vancouver a cleaner and more liveable city."

The Employment Program is set to expand. In 2018/19, Melissa devoted time to building relationships and making connections with other potential business clients. The program hosted an appreciation event for team members, current clients, City of Vancouver staff, and other partners and community connections. Two brand-new vehicles were donated to the program, allowing the program to expand in scope.

# FINANCIALS—STEWARDSHIP

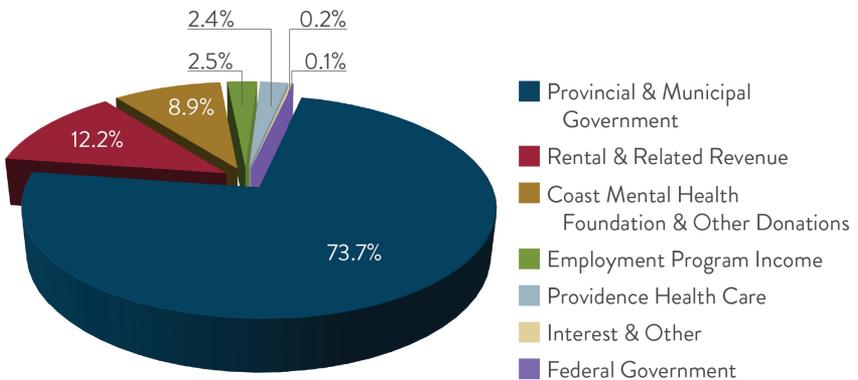
Coast Mental Health is committed to ensuring the effective and responsible management of resources. Much of our work is made possible by government and other funding partners, while private philanthropy drives the development of new or enhanced client-centered recovery programs and services.

## SUMMARY OF COSTS – FY2018/2019



TOTAL COSTS: \$37,503,329

## SUMMARY OF FUNDING SOURCES – FY2018/2019



TOTAL FUNDING: \$36,940,890

# OUR PARTNERSHIPS:

## GOVERNMENTS/ MUNICIPALITIES:

- Health Canada
- B.C Ministry of Health
- B.C. Ministry of Mental Health and Addictions
- B.C. Ministry of Municipal Affairs and Housing
- B.C. Ministry of Social Development
- City of Burnaby
- City of Coquitlam
- City of Langley
- City of Maple Ridge
- City of Richmond
- City of Vancouver

## PROVINCIAL AGENCIES:

- BC Housing
- Burnaby Centre for Mental Health & Addictions
- Fraser Health Authority
- Heartwood Centre for Women
- Provincial Health Services Authority
- Vancouver Coastal Health Authority
- Work BC

## SERVICES:

- Alliance Maintenance
- Avia Employment
- Cleaning Solutions
- Good Bye Graffiti
- NexGen Hearing
- Ollie Quinn eyewear
- Wilson's Pharmacy

## BUSINESS IMPROVEMENT ASSOCIATIONS:

- Cambie Village
- City of Vancouver
- Chinatown
- Collingwood
- Commercial Drive
- Downtown Vancouver
- Dunbar Village
- Fraser Street
- Gastown
- Hastings Crossing
- Kerrisdale
- Kitsilano 4th Avenue
- Marpole
- Point Grey Village
- Robson
- South Granville
- Strathcona
- Victoria Drive
- West Broadway
- Yaletown

## ACADEMIC INSTITUTIONS:

- Douglas College
- Simon Fraser University
- Sprott Shaw College
- Trinity Western University
- University of British Columbia
- Vancouver Community College

## NON-PROFIT AND COMMUNITY GROUPS:

- Atira Women's Society
- Affordable Housing Societies
- Canadian Mental Health Association
- Centre for Excellence HIV/AIDS
- Foundry
- Heritage Housing Cooperative
- Inner City Youth, Providence Health Care
- Jewish Federation – Yaffa Housing Society
- Little Mountain Neighbourhood House
- Leveller's Housing Cooperative
- McLaren Housing Society
- Mole Hill Society
- More Than A Roof Society
- Pathways Clubhouse
- St. Georges Society
- St. Margaret's Anglican Church
- STOP HIV
- S.U.C.C.E.S.S Foundation
- The Eyeglasses Project
- Tikva Housing
- Turning Point Recovery Society
- West End Neighbourhood House



# BOARD OF DIRECTORS 2018/2019

- Peter Gibson** | Chair
- Susanne Haine** | Vice-Chair
- Krista Blaikie** | Treasurer
- Byron Thom** | Secretary
- Christopher Bettencourt** | Director
- Stephen Butz** | Director
- Shurli Channe** | Director
- Catherine Dahl** | Director
- Kathleen Kennedy Strath** | Director
- Gary Lewis** | Director
- Warren Todd Trippel** | Director
- Sandra Yuen Mackay** | Director



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Phone: 604-675-2357

**RESOURCE CENTRE**

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

## NEED HELP?

If you or someone you know is having a mental health or substance use crisis, call 911 or go to your local hospital emergency room, or call the Crisis Line at **310-6789** (no area code needed).

If you can't see a way out, call the Suicide Hotline NOW.

Suicide Hotline:  
**1-800-SUICIDE**  
**(1-800-784-2433)**