



50 YEARS  
1972-2022

 **COAST**  
MENTAL HEALTH  
50 YEARS OF COMPASSION, COURAGE, RECOVERY

ANNUAL REPORT 2021 / 2022



# MESSAGE FROM THE CEO



**DARRELL BURNHAM**  
CEO

Wow! It's Coast Mental Health's (Coast) 50<sup>th</sup> year, and it has been busy, but successful, regardless of operating during the pandemic, and the sixth year of a deadly opioid crisis. Despite these challenges, we were recognized again as one of BC's Top Employers, and we were named one of the top places to work in Canada.

During fiscal 2021/2022, we opened a new 68-unit facility (now called Burnham Place for some reason?) across the street from our Head Office. Additionally, we entered into an operating relationship with Easter Seals Society with 21 beds for transitional housing. This was necessary after the lease at t̄a cec̄aw modular housing wasn't renewed. Additionally, we made the difficult decision to end our contract at St. Helen's Hotel, where we provided mental health supports.

Construction of a new, purpose built modular housing project is underway in Maple Ridge. This will replace a temporary housing facility operated by Coast. The original building was relocated from a work camp and wasn't ideal. Whereas, the new design offers much better housing for residents.

Also, we made a number of operational improvements this fiscal, including the development of a new human resource management system, and many significant IT improvements.

After 35 years of service, I announced my retirement at Coast for the end of 2022. I would be remiss in not acknowledging the incredible support from our passionate board members, talented and committed staff, and inspiring clients. I am grateful for your wisdom, passion and support. It has been a true joy working with all of you over the years. I will treasure all the memories, the achievements and even some of the "bumps" along the way. I am pleased to say Coast is well-positioned to help even more people in the years to come.

Respectfully submitted.  
Darrell Burnham, CEO

# MESSAGE FROM THE BOARD CHAIR



**ANIL SINGH**  
**BOARD CHAIR**

In its 50 years, Coast Mental Health has never faced three simultaneous challenges: the COVID pandemic, Opioid crisis, and an increase in people needing mental health support.

As a board, we see, hear, and read about what Coast employees do every day to serve clients at the intersection of these three storms. The board is humbled with your outstanding commitment, resolute steadfastness, personal resilience, and belief in your clients. As said by one Coast client, you each make “Coast an organization of intrinsic kindness.”

In March, staff and clients honoured Darrell Burnham’s 35 years of leadership by naming the newest supportive housing residence in Mount Pleasant, Burnham Place. This housing facility provides homes to many people experiencing, or at risk of experiencing, homelessness.

As a team you should each be proud of your contributions to assist Coast in preparation for ‘Accreditation.’ With over a hundred rigorous global standards this is not a small task, but one, when successful, differentiates Coast as one of the best in mental health care. With each of you anything is possible.

Darrell will be retiring at the end of 2022. The board has been working diligently in the background to ensure that we hire the right person to replace Darrell as CEO. The national search generated a strong list of qualified candidates for the role. Our schedule is to have the new CEO in place by October.

Financially, Coast is doing well. Funding from our key partners is stable and growing. Isabela and her Foundation team, despite the pandemic challenges on philanthropy, continues to expand its contributions to fund new innovative programs.

Coast has a solid base of committed employees, visionary leadership, and stable funding. Our opportunity for the next year will be to collaboratively develop a vision of what Coast can be in the future while respecting who we are today.

# CLUBHOUSE RISES TO THE CHALLENGES OF THE PANDEMIC



Weekly Bingo activity at the Clubhouse.

## **Coast Mental Health's Clubhouse is a home away from home for its approximately 400 active members.**

It is a place where they have a say in how things are run, acquire job skills, share meals, and engage socially.

“We were one of the first community mental health centres to reopen because we realized that being closed was taking a heavy toll on our members’ mental health,” said program manager Simone Frey. “Access during the 2021/22 fiscal year was, however, restricted due to public health orders and how we had to restructure the physical space. That changed the dynamic between members and staff.”

The occupancy limit during the pandemic, was 48 people at any one time, including the 20 staff the space had to accommodate. The dining area capacity, which previously held 50 people, was reduced to 12. The Clubhouse model whereby members run activities together with staff was reduced. Peer groups were dissolved, and skills training stopped temporarily.

To address having fewer services, staff checked in with members by phone and text and, where possible, connected them with other resources. Boxed lunches

were also made available to club members, thanks to the generosity of Foundation supporters.

The Transitional Employment Program (TEP), funded by the Foundation, operates out of the Clubhouse, was not affected.

“We suspended all our street cleaning services at the outbreak of the pandemic and restarted slowly, following all WorkSafe BC protocols,” said Director of Employment Services, Cathy Taylor. “There was a devastating impact on the number of jobs, and we supported our workers in applying for CERB. Still, there was a significant impact on their mental health.”

Despite the challenges, Coast was able to provide 80 members with employment through TEP in 2021/22. Staff took the downtime to refocus and started a new business: power washing. This was piloted at Coast properties where workers honed their skills. Services were provided in Yaletown BIA, for the local Mural Festival, down Granville Street, and along City of Vancouver greenways and bike lanes.

Another success story was the launch of an in-house employment skills training program at the Clubhouse for members to get training on all the aspects of the Transitional Employment jobs. This led to a new

partnership with YWCA providing a coordinator to pilot a very successful virtual program.

“The Y received a landslide of applications to the Mind Set Program and there is a waitlist,” said Cathy. “It’s been so positive and made mental health issues like stress and anxiety more mainstream. We’re seeing society become more tolerant.”

Cathy and Simone agree that the pandemic taught many lessons.

“Staff came to realize just how much the Clubhouse means to members.”

**Simone Frey**

Coast Mental Health Program Manager

“Staff came to realize just how much the Clubhouse means to members,” said Simone. “To them, it represents family, social connections, and structure.”

“I can’t see us ever closing down again completely,” added Cathy. “Closing was the worst thing we had to do and we’re so grateful that our staff overcame their own fears, worked beside the members and allowed us to restart services as much as possible.”

# HELPING CLIENTS REINTEGRATE INTO THE COMMUNITY



One of eleven transitional homes operated by Coast Mental Health.

## **Greg learns to manage his mental illness with the supports provided through the Transitional Cottages Program.**

Greg was bullied at school and often got into fights and sustained several head injuries. He was in the principal's office more times than he can count. As a youngster, he also started taking alcohol and drugs. Greg was 11 when he was first sent to a psychiatric treatment centre. A judge called him incorrigible before sending him to his first of three reform schools.

In 2012, diagnosed as bipolar and with psychosis, the then 52-year-old began a three-year sentence at the Forensic Psychiatric Hospital in Coquitlam. Following his discharge, he moved to Coast Mental Health's

forensic program on səmiq̓wəʔelə, previously known as Riverview Lands.

"I've put a lot of effort into my healing journey, but it was made much easier by having the supports I received while I was part of the Coast Transitional Cottages Program," said Greg. "I see the program as a gift from the Creator. I learned how to live properly, to socialize with others, and make friends."

"Our goal is to help clients reintegrate into the community and to develop the skills to be successful in living independently," said Program Manager Tiffany Sayers.

“Clients learn to cook, clean, manage their money and develop a routine. They also learn to manage their medication with staff support and connect with community resources that will help them in their journey beyond the Cottages.”

“A big obstacle to success can be loneliness,” added Program Coordinator Gail Roberts. “We’re like a family and, if they agree, former clients are always welcome to visit. The program gives individuals opportunities to move forward and to have the confidence to do so.”

The three years spent in the program, says Greg, changed his life. He graduated to the Cottage Training Apartment Program, spending short periods of time in a one-bedroom rental apartment in Coquitlam where he had limited supervision provided by daily outreach and ongoing phone support. Once he was ready to reintegrate with the community, he received a Supported Independent Living transitional placement to help solidify his independent living skills.

“I was there for four years and then, just last month, moved into subsidized housing in Burnaby,” said Greg. “I have nice neighbours and can see myself ‘retiring’ there.”



Coast has been running the Transitional Cottages Program since 2003. With a capacity of 41 clients at a time, it is the only community-based forensic facility of its kind in B.C. Its success in reintegrating people into society with a low risk of reoffending has not gone unnoticed and its funding will increase in the coming year. Increased staffing and allied health professionals to better support clients will be added to the roster. These in turn will help more people like Greg have a higher quality of life and go on to meet their full potential.

# LOW-COST HOUSING:

## THE FOUNDATION OF OUR WORK



### Providing additional safe, affordable housing in one of the world's most expensive real estate markets is no easy task.

Low-cost housing is needed now more than ever, and—while governments acknowledge the need—their ability to fund new projects is limited.

Coast Mental Health met the challenge head on during the past year, opening 89 units.

One project we are particularly proud of is Burnham Place. These 68 units of supportive housing for people experiencing or at risk of homelessness are in Mount Pleasant, kitty corner from our administration office and Clubhouse. It is named in dedication to our retiring CEO,

Darrell Burnham, for his 35 years of outstanding service.

“My hope for the people who live there is that they come to know security and stability,” said Darrell. “That their units will be a place to call home, to access services, and to move forward with their lives.”

Given its proximity to the Clubhouse, Burnham Place residents are taking advantage of our job readiness programs. One long-range goal for the building is to run a kitchen and culinary training program on site.

“There’s enormous potential for collaborations,” added Darrell. “Things like recovery coaches and a recovery café. And opportunities to embed new programming such as cognitive skills training. Programming will evolve over time and offer more opportunities for recovery.”

Also in 2021/22, we were given the opportunity to manage 21 units at the Easter Seals House in Vancouver. Our homeless outreach teams have prioritized these for people experiencing a housing crisis who do not need low-barrier homes. Coast staff work with the tenants to find them more permanent housing.

“It’s been a great partnership with Easter Seals, and we’re pleased that they’ve extended the lease for another year,” said Darrell.

Close by, in Vancouver’s Little Mountain neighbourhood, the temporary modular housing site tæ cecaw closed. The lease was up and the developer, Holborn Group of Companies, has decided to develop permanent social housing there.

“We found homes for all the tenants and the process went smoothly considering how disruptive it was for the people involved,” recalled Darrell.

We learned this year that our 53 units of temporary modular housing on Royal Crescent in Maple Ridge will be closing soon. Given the building’s serious design flaws, we

recommended that its replacement be expedited. The provincial government has bought a site close by and is developing 52 units of permanent modular housing. Coast’s Royal Crescent tenants and staff will transition to this new building when it is complete.

“My hope for the people who live there is that they come to know security and stability.”

**Darrell Burnham**

Coast Mental Health CEO

Sadly, we ended our agreement with BC Housing to provide supports to tenants at St. Helen’s Apartments in downtown Vancouver early in 2022. The building is managed by Atira Property Management. City inspectors issued 80 orders in the summer to address safety issues related mainly to fire and health safety standards. This led us to informing BC Housing that we could not continue to operate safely in that building and we ended our contract. While we recognize that the building is home to a vulnerable population, the risks were too severe to continue.

We are excited about the new additions to our housing portfolio in 2022 and are looking into the future with anticipation of the possibilities!

# 2021–2022 HIGHLIGHTS

## COVID-19 OUTCOMES AND SOCIAL IMPACT

### SUPPORTED HOUSING



**1,444** clients

received housing support at

**52** housing sites

throughout Greater Vancouver

### EMPLOYMENT + EDUCATION



**161** employment opportunities

for clients were created across

Coast Mental Health's facilities



**65** student placements, essential

to B.C.'s healthcare system, were

completed through Coast Mental Health

### ENRICHED SUPPORT SERVICES



**102** lives saved through **overdose**

**reversals** and **first aid** provided on site



## ENRICHED SUPPORT SERVICES *continued*



**533,365** meals served across  
Coast Mental Health's facilities



**60** young adults participated  
in Coast Mental Health's  
**Young Adult Program**



**28** programs supported  
by **philanthropy**



**663** clients were supported  
through Coast Mental Health's  
**Outreach Program**

Learn more about CMH's 2021/2022 social impact at  
[coastmentalhealth.com](https://coastmentalhealth.com)

# CREATIVITY ALLOWS SOCIAL CRUST CAFÉ TO SURVIVE THE PANDEMIC



**The Culinary Skills Program provides youth recovering from mental illness or with other barriers to employment with training, coaching, and work experience in Coast’s Social Crust Café, so that they can enter the labour force or continue further culinary schooling.**

The Program is only made available because of generous donors to Coast Mental Health Foundation.

Many graduates from the Program go on to work at the Café. “Because of the pandemic the Culinary Program needed to change direction. We stayed connected with the students who were just

finishing their training by Zoom, offering home-cooking challenges,” said Adriana. “They came back in June for a few months for their work practicums. It was an immediate work experience for them as we couldn’t offer classroom-style training.” Today, the Café employs five workers, three part-time and two full-time.



“These have been the Café’s most challenging years and it’s amazing that we could pivot so quickly. It’s a testament to the creativity and dedication of Coast staff and clients.”

Deborah Maynard

Coast Mental Health Social Enterprise’s Board Chair

Kelsey started working there in July 2021. “My case worker told me about the Café, and it really boosted my confidence when I was hired,” she said. “It gives me a sense of community and it’s a place where I can learn and grow. It gives me purpose. It also gives me a chance to work on my mental health. I have complex PTSD and anxiety, so being around people can be hard. But I know in the Café I’m in a safe place. This is the longest I’ve ever worked at a job.”

The future looks bright. Chef Margaret is planning a series of Culinary Summer Training sessions and she and Adriana are excited

about growing the Café social enterprise. They are also considering attending farmers’ markets and relaunching Guest Chef Nights once they rebuild the team. “Things are still a bit bare bones, but the Café has a solid customer base that is aligned with our vision,” said Director of Community Services Tracy Rapanos.

“These have been the Café’s most challenging years and it’s amazing that we could pivot so quickly,” added Deborah Maynard, who chairs Coast’s Social Enterprise’s Board of Directors. “It’s a testament to the creativity and dedication of Coast staff and clients.”

# YES, IN MY BACKYARD!

## CAMPAIGNS TO ADVOCATE AND EDUCATE



**“Most of us see the ‘before’ picture of mental illness: homeless people wandering the streets, or in psychosis. At Coast, we get to see the ‘after’ picture when people are well again.”**

A safe home, a stable medication regime, and support services allow people with even the most severe mental illnesses to recover and move forward. That’s why we need to say: “Yes, in my backyard!”

Those are the words of Coast Mental Health’s CEO. Darrell Burnham has worked closely with and for clients for 35 years and has seen enormous change in attitudes towards people with mental illness. Yet, the stigma remains.

In 2021/22, the campaign focused on five recommendations to government:

- Fund permanent housing with supports for people living with mental illness
- Provide onsite mental health clinical supports to save lives
- Invest in specialized employment and training programs to support recovery
- Deliver systemic change in the provision of healthcare to support vulnerable populations
- Advance IT infrastructures to support vulnerable people

“Our advocacy efforts led to a front-page editorial with the Vancouver Sun, which really helped with the discussion that was going on about the need for complex care for vulnerable populations,” added Susan Hancock, the Senior Manager, Communications & Community Development at Coast. “I feel as though our campaign was an important tool in educating people on a number of social issues related to mental illness that impact our neighbourhoods.”

“It gave government an anchor for its policy initiatives,” said Darrell. “It allowed them to say they were just doing what was being advocated for. The wording mirrored a lot of what we had submitted to government as part of its pre-budget consultations.”

“There are thousands of myths about mental illness that lead people to adopt a not in my backyard (NIMBY) mentality,” said Darrell. “Many think people with mental illness are violent—while statistics show that they are more likely to be victims of crimes rather than the perpetrators. They also believe supportive housing won’t be well kept and will reduce their property values. Research has shown the contrary; real estate is blind to special purpose housing.”

“The intention of Coast’s Yes, In My Backyard! campaign is to both advocate and educate,” said Susan. “Advocacy for people with mental illness is part of our mission and our value system.” The Yes, In My Backyard! campaign invites citizens to consider Coast’s recommendations and how they might take action in their own community.

“We know we’ll have opposition any time we do something new, and we have to be prepared,” said Darrell. “And, while a handful of neighbours will be opposed, once our sites open, most come to realize how benign they are and how well they blend in.”

“Advocacy for people with mental illness is part of our mission and our value system.”

Susan Hancock

Coast Mental Health Senior Manager,  
Communications & Community Development

Inclusive neighbourhoods, Coast believes, are good for communities. They reduce the number of people on the streets (the before picture) and ensure their needs are met (the after picture). Please join us in saying, “yes in my backyard” and learn more at [www.coastmentalhealth.com/our-advocacy-efforts-2021](http://www.coastmentalhealth.com/our-advocacy-efforts-2021)

# LAYING THE GROUNDWORK FOR A SECURE FUTURE



Coast Mental Health's administration office and Clubhouse, Mount Pleasant, Vancouver.

**An organization is only as strong as its foundation. For Coast Mental Health, that base was strengthened significantly over the past fiscal year with improvements to our information technology.**

“Much of our IT needs had been outsourced and we began to realize we were not getting the updates and changes we needed,” said Chief Operating Officer Bruce Smith. “We identified gaps that could become security issues but the quotes we were getting were not affordable. We decided to go in a new direction and hire an IT manager.”

Mike van Koevering joined Coast in 2020, bringing over 30 years of IT experience to the table. He quickly set about assessing the situation.



Coast's popular Cognitive Remediation Program.

“My role is to inform and make recommendations to senior leadership and to implement our IT strategy,” said Mike. “Over the past fiscal year, we made significant changes and we are now a much more robust and secure organization from an IT point of view.”

Those changes include software that allows for extra layers of security whenever staff sign in on any of our internal applications and systems as well as the creation of a virtual private network that establishes a protected connection even when being accessed by staff from personal or public networks. This became especially important since the COVID-19 pandemic began in 2020.

“These steps not only make us more secure, they also make our work more efficient,” said Mike. “Staff now need to access only one portal. They can have more trust in our technology as it is less likely to break down. A new HR service has allowed for scheduling automation, which is a great time saver, and allows staff to spend more time with clients. We’re actively managing our IT security, which is part of operating a business today.”

The addition of technology that enables virtual meetings has also been invaluable, particularly during the pandemic. Because many of Coast’s locations are spread across the Lower Mainland, meeting online will continue to support staff efficiency and build a greater sense of connection.

Both Bruce and Mike expect a wave of new e-health options to come our way soon. This opens the door for even more growth, with Coast reaching clients remotely and potentially in locations across the province where we are currently not active.

“A new HR service has allowed for scheduling automation, which is a great time saver, and allows staff to spend more time with clients.”

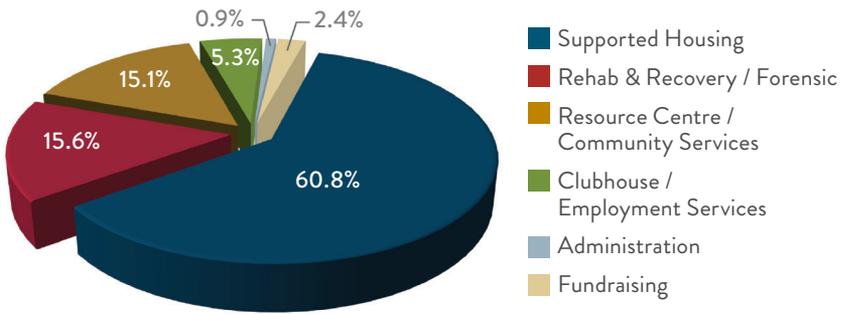
Mike van Koeveringe  
Coast Mental Health IT Manager

“The health-care field is moving to a more virtual model of delivery,” said Bruce. “The systems we’ve put in place this fiscal year will allow us to keep up with that change and to do so in a secure way.”

# FINANCIALS—STEWARDSHIP

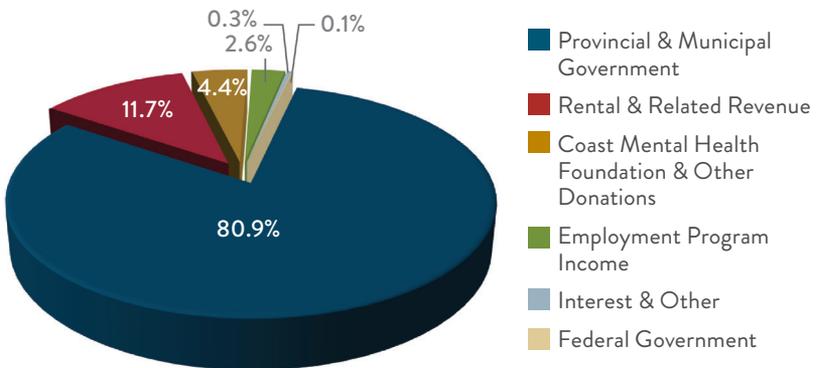
Coast Mental Health is committed to ensuring the effective and responsible management of resources. This work is made possible by government and other funding partners, while private philanthropy through Coast Mental Health Foundation drives the development of new or enhanced client centered recovery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

## SUMMARY OF COSTS—2022



TOTAL COSTS: \$46,998,484

## SUMMARY OF FUNDING SOURCES—2022



TOTAL FUNDING: \$47,418,587



# OUR PARTNERSHIPS:

## GOVERNMENT/ MUNICIPALITIES:

- Health Canada
- B.C. Ministry of Health
- B.C. Mental Health & Addictions
- The B.C. Attorney General and Ministry responsible for Housing
- B.C. Ministry of Social Development & Poverty Reduction
- B.C. Ministry of Advanced Education, Skills & Training
- City of Burnaby
- City of Coquitlam
- City of Langley
- City of Maple Ridge
  - Maple Ridge Fire & Rescue
  - Ridge Meadows Royal Canadian Mounted Police
- City of Richmond
- City of Surrey
- City of Vancouver

## PROVINCIAL AGENCIES:

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

## LOCAL BUSINESSES:

- Alliance Maintenance
- Avia Employment Services
- Cleaning Solutions
- Good Bye Graffiti
- Joey's Restaurant, Burnaby
- Lions Gate Risk Management Group
- NexGen Hearing
- Paladin Security
- Wilson's Pharmacy

## BUSINESS IMPROVEMENT ASSOCIATIONS:

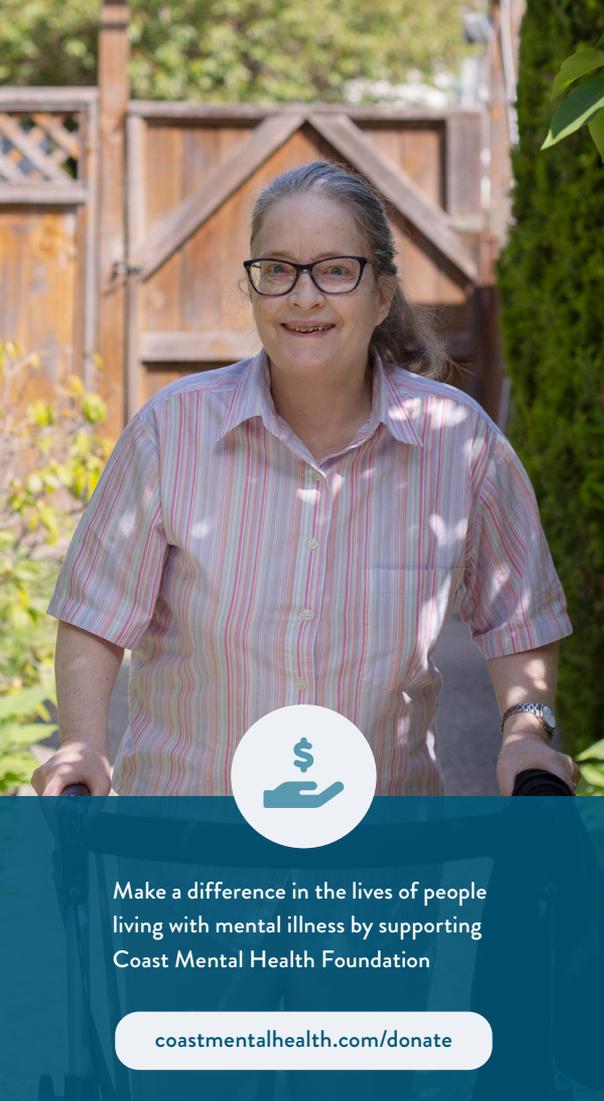
- Cambie Village
- City of Vancouver
- Chinatown
- Collingwood
- Commercial Drive
- Downtown Vancouver
- Dunbar Village
- Fraser Street
- Gastown
- Hastings Crossing
- Maple Ridge
- Kerrisdale
- Kitsilano 4th Avenue
- Marpole
- Maple Ridge
- Point Grey Village
- Robson
- South Granville
- Strathcona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

## NOT-FOR-PROFITS AND COMMUNITY GROUPS:

- Atria Women's Society
- Affordable Housing Societies
- Canadian Mental Health Association
- Easter Seals Society
- 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
- Open Door Group—Thrive Program
- Pathways Clubhouse
- Providence Health Care
- Salvation Army Ridge Meadows Ministries
- St. Georges Society
- St. Margaret's Anglican Church
- S.U.C.C.E.S.S
- Tikva Housing
- Turning Point Recovery Society
- West End Neighbourhood House

## ACADEMIC INSTITUTIONS:

- Douglas College
- McGill University
- Rhodes Wellness College
- Simon Fraser University
- Sprott Shaw Community College
- University of British Columbia
- University of Victoria
- Vancouver Career College
- Vancouver Community College



Make a difference in the lives of people living with mental illness by supporting Coast Mental Health Foundation

[coastmentalhealth.com/donate](https://coastmentalhealth.com/donate)

## 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 cannot see a way out, call the Suicide Hotline NOW.

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

## BOARD OF DIRECTORS 2021/2022

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- Stephen Butz | Vice Chair
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- Christopher Bettencourt | Director
- Shurli Channe | Director
- Geoff Crampton | Director
- Baltej Dhillon | Director
- Peter Gibson | Director
- Harry Gray | Director
- Stefanie Klassen | Director
- Patrick Ryan | Director
- Derek Smith | Director
- Todd Trippel | Director
- Jerry Tyan | Director

### ADMINISTRATION OFFICE

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### COAST MENTAL HEALTH FOUNDATION

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50 YEARS  
1972-2022



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