

A TRIBUTE TO OUR FRONT-LINE WORKERS



COAST
MENTAL HEALTH
Compassion Courage Recovery

ANNUAL REPORT 2020 / 2021



MESSAGE FROM THE CEO



DARRELL BURNHAM
CEO

It has been a remarkable year for Coast Mental Health. In the midst of a worldwide pandemic, as well as being severely impacted by the Opioid Crisis, our staff and clients have effectively navigated these difficult times. Indeed, it may have provided us with opportunities to do our best work.

Throughout these turbulent times, our programs have been able to operate safely, and effectively. Our staff have learned to creatively offer support, while operating through considerable uncertainty.

OTHER NOTABLE ACHIEVEMENTS FOR 2020/2021:

- We were recognized as a BC Top Employer
- We achieved gold level recognition as the Canadian HR Team of the Year
- We received Canada's Best Employers for Recent Graduates

Also, we have several “hot” irons in the fire, and I suspect the next year will be busier in program growth and development.

I want to acknowledge our staff and volunteers for their terrific work in this very dynamic year. To our donors, funders and partners, it's increasingly more challenging to survive and thrive in today's world of endless need and “fiscal realities”, and you have all helped us move forward.

I'd also like to recognize the volunteer board members who donated countless hours to our boards this past year. This includes our retiring directors: Kathleen Kennedy-Strath (former chair), Susanne Haine (current chair), Byron Thom (former secretary), Loree Gray, and Sandra MacKay.

We look forward to moving past the pandemic, so we can continue to make a difference in the many communities we serve.

MESSAGE FROM THE BOARD CHAIR



SUSANNE HAINE
BOARD CHAIR

I'd like to thank our Board, senior leaders and employees for their steadfast dedication to our mission while managing a year of extraordinary challenges brought on by the pandemic. Because of everyone's hard work, resilience and grit, much was accomplished.

HIGHLIGHTS:

- The organization embraced a virtual work environment, while keeping our front-line workers, clients and sites safe. A multitude of strategies enabled employees and clients to remain connected, supported and informed.
- We successfully hosted an education session to address the opioid crisis. Our special guests included the Honourable Sheila Malcolmson, Ministry of Mental Health & Addictions, and academic subject matter experts.
- The Board executed its workplan, which led to board replenishment, and the start of board committees on succession planning and land redevelopment initiatives.
- A virtual board liaison program was developed to create learning opportunities and synergies in major program areas.
- Although the in-person Courage To Come Back Awards event was put on hold, we creatively celebrated the five recipients during the Month of Courage in July 2020, reaching over a quarter of a million people via email, video and social media.
- Through our partnership with the Foundation, over 30 distinct, innovative projects were funded by philanthropy, including several Covid-specific programs.

We're thankful to all our partners whose support enables us to lead the way in providing stellar healthcare services. As well, we're inspired by the clients in our care who show us that it's possible to thrive and add value to our community while on their journey to recovery.

THE CRITICAL ROLE OF FRONT-LINE WORKERS



During the pandemic, Coast Mental Health's services were modified to ensure employees could maintain regular connections with clients.

They are the public face of Coast Mental Health and during this pandemic our front-line workers have been essential.

During the early days of the COVID-19 pandemic, services everywhere ground to a halt. Coast Mental Health's Resource Center and the Clubhouse closed in-person programming for several months. During this time, staff offered takeaway meals and continued to try and maintain connections with clients over the phone to help them deal with isolation.

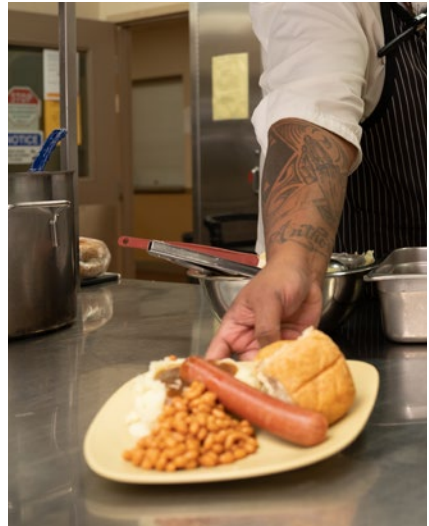
Protocols were developed and site plans drawn up for a safe reopening, but many frontline workers were understandably cautious.

"The turning point for us was when the VCH nurses came in to review the sites," remembered Director, Community Services, Tracy Rapanos. "They let us know that the increase in overdose deaths, the increase in suicide, the increase in mental health issues was far more prevalent. We recognized that without opening our doors people were dying and it wasn't of COVID. We had to quickly try to get past our own worries and fears and recognize we have a really important role to play in the community."

The Clubhouse and Resource Centre are critical community hubs for people with mental health concerns. They offer people a safe place to go and make connections. Members can get lunch and have other basic needs met.

“The meal program is really important,” commented Clubhouse member Matt. “A lot of people were out of a job because of the Transitional Employment Program temporarily closing down. The meal program also provides opportunities for socializing—getting together and supporting each other. I felt a lot better during the pandemic when I went in for a meal. It’s more than a meal; you get to talk to someone.”

“My son misses some of the Clubhouse programs but understands why they can’t happen,” added Betty, who is the mother of



Coast Mental Health’s meal-to-go program continue to provide between 120-140 meals a day to people in need.

new approach and I think people are feeling comfortable,” said Director, Employment Services, Cathy Taylor. “The staff are proud that we’ve been able to weather

“People were dying, and it wasn’t of COVID. We had to get past our own worries and fears and recognize we have an important role to play in the community.”

another client. “Socialization was something he was looking for. He really appreciated how quickly Coast started providing boxed lunches; he still speaks about that.”

“We’re transparent in our conversations with our front-line workers and members about our

this as best we possibly can. We have been providing them with as much support as possible including extended benefits that include additional therapeutic supports because we know front-line staff are affected on a day-to-day basis.”

RESPONDING TO THE OVERDOSE CRISIS DURING THE PANDEMIC



Yvonne Paquette, Social Worker, reviews the contents of a naloxone kit with two young adults living at St. Helen's Apartments, a low barrier housing facility on Granville Street, Vancouver.

People with opioid dependency need a safe space to access harm reduction supports, treatments, and safe supply.

That need was exacerbated by the COVID-19 pandemic when overdose rates soared.

“We take a client-centred approach to recovery and that has to include harm reduction,” said Director, Community Services, Tracy Rapanos. “It demonstrates to the people we’re working with that we are non-judgemental about their substance use; that we care about them and want them to be safe.”

During the pandemic, Coast Mental Health continued to advocate for

the safe supply of drugs in the three health authorities it operates in. The organization engaged with physicians and nurse practitioners to be able to provide more in-house support.

“Having safe supply and opiate agonist therapies available for when people do have a relapse is important because that’s a vulnerable time and a lot of people may die.”

Staying open, and doing its best to conduct business as usual, was of primary importance to Coast Mental Health. This required extra training for staff including having conversations with clients who were anxious about other resources becoming unavailable. Overdose response training was ongoing and adapted to prevent potential infection with the COVID-19 virus. Observed consumption rooms were also created at several sites, which was instrumental in ensuring people were not using alone.

“One of the main ways clients keep safe is by talking with staff about their substance use,” said Tracy. “If it goes underground and people are hiding, they are not going to be safe. We ask if they’re using alone and if they are we check on them. Having these conversations and a non-judgemental approach have been instrumental in keeping people safe.”

Over the course of the year, a two-day-a-week Opioid Agonist Therapy (OAT) clinic pilot program offered to young adults became an established program. OAT provides treatments that include Suboxone, Methadone, and Kadian to treat opioid dependency, reduce drug-related harms, and support long-term recovery.

“It means we’re able to continue to offer folks access to opioid-assisted

therapies right here in housing in a non-traditional environment,” said Social Worker Yvonne Paquette. “Clients don’t have to go to a clinic and a waiting room. When safe supply came in to help with COVID, it was a seamless addition, and we were able to start offering it that very day.”

Recovery, noted Yvonne, is a non-linear process.

“Having harm reduction available for when people do have a relapse is important because that’s a vulnerable time and a lot of people may die.”



In the photo above, Chioma Ero, a registered nurse, is replenishing harm reduction supplies for tenants with substance use disorders. Chioma supports 150 clients across three facilities in Maple Ridge.

CLIENT-SUPPORTED EMPLOYMENT BOOSTS WELLNESS

Coast Mental Health offers clients employment opportunities through its various social enterprises. This year, Landscaping With Heart made some significant changes.

Our landscaping service has been a successful social enterprise for over 20 years, but the pandemic offered an opportunity to assess its strengths as well as its vulnerabilities.

“COVID gave staff time to reflect on the service we’re delivering and how we can improve,” said Employment Specialist Lorcan Russell. “We took a collaborative approach, asking our members for ideas. We’ve now diversified our business to include power washing. We’re putting a greater emphasis on growing the company and the opportunities for our members.”

“It was a real turning point,” added Director, Employment Services, Cathy Taylor. “The connection between Landscaping With Heart and the Clubhouse has gotten a lot stronger and it’s now more of a continuum of opportunity.”



Fong is one of 38 members employed through the Clubhouse and Transitional Employment Program at Coast Mental Health.



Members of Coast Mental Health’s Street Clean Team

Supported employment is one of Coast Mental Health’s cornerstone services. Employment allows for more than financial resiliency; it has other significant effects including social inclusion, a sense of purpose, and stability.

Clubhouse member Luke* works with Landscaping With Heart.

“Having a job helps me keep a schedule and gives me something to wake up to,” he said. “The supports Coast offers are important. I am employed in a positive environment, which helps me maintain my goals financially. It also helps me maintain a positive state of mind.”

“When people have work, their mental health and wellness is significantly impacted in a very positive way,” said Cathy.

“That’s why we need specialized employment services—it’s to be able to afford members the opportunity to be able to showcase their skills and the strengths they can bring to a project,” said Lorcan. “Often times, employers hear mental illness and they tend to think this person isn’t up to the same skill level or can’t fulfill the role they need. Our experience has been once people are given the opportunity, they grow and they thrive.”

The Yaletown Business Improvement Association has been working with



Fong tests the new power washer pressure tools with Lorcan Russell, the employment specialist at Coast Mental Health.

Coast Mental Health for many years, accessing its street cleaning program and, more recently, its landscaping services.

“As a community-driven organization, it’s important that we support all members of the community,” commented the association’s operations coordinator, Drew MacDonald. “We benefit from having targeted and reliable care. The participants always show up on time and effectively clean up the hood, keeping it safe and tidy.”

*Name has been changed to protect the client’s privacy.

2020–2021 HIGHLIGHTS

COVID-19 OUTCOMES AND SOCIAL IMPACT

SUPPORTED HOUSING



We observed a **43%** increase
in need for rent subsidies in 2020/2021

EMPLOYMENT + EDUCATION



106 employment opportunities
for clients were created across Coast
Mental Health's facilities in 2020/2021



119 student placements,
essential to building B.C.'s healthcare
system, were completed through Coast
Mental Health in fiscal 2020/2021

ENRICHED SUPPORT SERVICES



1,265 clients supported
through Coast Mental Health's
Volunteer Program in 2020/2021



ENRICHED SUPPORT SERVICES Continued



120-140 meals per day
served through the Meals-To-Go Program
at both the Clubhouse and Resource
Centre throughout 2020/2021



The need for Coast Mental Health's
Outreach Services* **increased by**
51% in 2020/2021

*emergency supports and healthcare referrals



111 clients lives saved
through overdose reversals and first aid
provided on site during 2020/2021



96,000 disposable masks
delivered to Coast Mental Health
facilities in 2020/2021*

*6-10 personal protection equipment deliveries
per week across 52 sites

Learn more about CMH's 2020/2021 social impact at
coastmentalhealth.com.

EMERGENCY RESPONSE TEAM MEETS CHALLENGES POSED BY PANDEMIC



Al Harvey, Program Coordinator, and Jagmit Sangha, Community Mental Health Worker, review the on-site operations handbook at Garibaldi Ridge, a temporary modular housing development in Maple Ridge.

When Al Harvey comes to work, he doesn't feel anxious about staying safe. That's because Coast Mental Health has strict infection control policies in place.

The organization's Emergency Response Team (ERT) was created in March 2020 following the implementation of province-wide COVID-19 pandemic restrictions. The team, which is made up of senior staff from across Coast Mental Health, was needed to make decisions quickly regarding ongoing safe operations.

"Having an ERT has helped staff with our confidence," said Al, who is a program coordinator for sites in the Fraser Valley. "We get PPE as soon as we need it. We get regular updates, and this has really helped staff coming to work know what they're stepping into. I'm really appreciative that the ERT has our back during this crisis. It helps me

come to work and feel confident in being able to safely do my duties.”

Coast Mental Health’s emergency response measures have been an organization-wide initiative, involving input and co-operation from all departments at all levels. A real team effort with expertise from infection control and safety as well as properties, finance, communications, and human resources was required in order to continue to safely offer services to clients in our care.

“We focused on operationalizing infection control best practices and took direction from the three health authorities where we have sites, the BC Centre for Disease Control, and Public Health,” said Director of Housing Renay Bajkay. “We were able to mobilize quickly.”



Coast Mental Health established health and safety protocols across its 52 facilities to ensure clients and employees remain safe during the pandemic.

then made sure each individual plan matched the required rules and regulations. It’s how we’re making sure our staff and clients are safe.”

“I’m proud that we pulled this team together overnight and of the expertise and efficiency we’ve

“Knowing we have an Emergency Response Team helps me come to work confident that I can do my job safely.”

“WorkSafeBC requires organizations to have COVID-19 safety plans that outline the policies, guidelines, and procedures they have put in place to reduce the risk of COVID-19 transmission,” added Chief Human Resources Officer Deborah Maynard. “The ERT created a draft plan and each site manager tailored this to their workplace. The ERT

developed,” commented Renay. “We’ve been able to keep the clients and the staff safer.”

“This team has been responsive to employee and client concerns,” said Deborah. “We’ve tried to continuously improve things so we’re ahead of the curve.”

WORKING BEHIND THE SCENES TO ENSURE SAFE, COMFORTABLE SITES



Joey Ng, Properties Administrative Coordinator, and Derrick Garcia, Building Operator, complete an order of supplies heading to St. Margaret's community home in Vancouver.

Our Properties Department staff keep a low profile. But the work they do is vital to day-to-day operations.

Properties is responsible for managing all Coast Mental Health's 52 sites and keeping them clean, safe and operational. This includes replacing boilers and mechanical equipment, reflooring and painting units, and changing kitchen and bathroom cabinetry.

"We don't want tenants and staff to have to think about whether the floors are going to be clean, the trash removed, or if there will be hot water available when they

walk into our buildings," explained Associate Director of Development & Properties Jas Purewal.

"We have a dedicated team of building maintenance professionals to ensure our clients can focus on their own personal journeys. We want our tenants to be proud to call Coast Mental Health buildings their homes, and staff to have comfortable workplaces."

"I'm proud that I'm making life easier and more comfortable for



Part of Derrick's role as a building operator is checking the hot water systems at many of the sites operated by Coast Mental Health.

our tenants, assuring them that whenever they need anything maintained or fixed, we are always available to help them," said Senior Building Operator Derrick Garcia.

The team also looks after our fleet of vehicles, all regulatory permits and licences, and works closely with other departments on building improvement projects, the capital replacement reserve plan, and on redevelopment feasibility.

Since the outbreak of the pandemic, Properties has taken on another key role: ensuring a reliable supply of masks, gloves, face shields, hand sanitizer, disinfectant, and other personal protective equipment that allows Coast Mental Health to continue operating safely.

"We're responsible for establishing and maintaining PPE stock levels as well as for distributing it across all our sites," said Jas. "Sourcing PPE early in the pandemic was



Regular shipments of personal protective equipment (PPE) are so important for keeping clients and employees safe during the pandemic.

extremely challenging. We were fortunate to have a donor who gave us 7,000 masks early on. We were also able to secure hand sanitizer and disinfectant in bulk, and repurposed spray bottles when very few supplies were available."

"I'm proud that I'm making life easier and more comfortable for our tenants, assuring them that whenever they need anything maintained or fixed, we are always available to help them."

The Properties team is available 24/7, 365 days a year. Their work ensures Coast Mental Health is able to continue to offer vital services to those in need.

VOLUNTEERS CONTINUE TO PLAY KEY ROLE AT COAST MENTAL HEALTH SITES



Shelley Schroeder, a regular volunteer, leads a weekly art program with tenants at Garibaldi Ridge, Maple Ridge.

During this year of abrupt change, fear, and uncertainty, our volunteers demonstrated compassion and care.

Once a week, Shelley Schroeder makes her way to Garibaldi Ridge, one of three modular housing projects that Coast Mental Health operates for people who have experienced homelessness. The long-time Maple Ridge resident spends her Monday afternoons facilitating an art program for residents. Shelley took our volunteer training over a year ago, but the pandemic delayed her starting her role until fall 2020. To accommodate health restrictions, each art program participant is given their own set of art supplies and

practices social distancing and the proper use of PPE.

“The participants and I enjoy the connections we’re making, and it’s inspired me to do more art,” said Shelley. “I believe it’s important to give back. I wanted to connect with people who were struggling and who were not being embraced by all of my community.”

Coast Mental Health typically has between 80 and 90 regular volunteers; 25 have continued to be active during COVID-19.



Jeff Plamondon, one of 119 practicum students placed across 52 facilities operated by Coast Mental Health in fiscal 2020/2021.

We also placed approximately 119 practicum students. One of the students during the pandemic was Jeff Plamondon who was studying to become a community support worker at the Maple Ridge campus of Sprout Shaw College.

“I was really stressed when the health restrictions were put in place because I’d taken a year off to change careers and needed my practicum to finish,” recalled Jeff. “I was extremely lucky that Coast stepped up and took all the precautions necessary to be able to continue to offer placements.”

“Our goal is to give students practical skills to augment the theory they learn in the classroom

and to get them to the point where we would hire them,” said Garibaldi Ridge Program Manager Donna McKenna. “We were able to do that during the pandemic by adhering to strict safety guidelines.”

Donna shares how important it is to have safety protocols in place: “The work of our Emergency Response Team and the safety protocols they put in place meant we could continue to offer practicums to students like Jeff throughout the pandemic.”

“Not every day is a good day; you don’t walk out of here feeling you’ve changed the world,” said Jeff. “But you learn to celebrate the small wins...Coast was the perfect fit for me. It is a dream come true to be able to help people.”

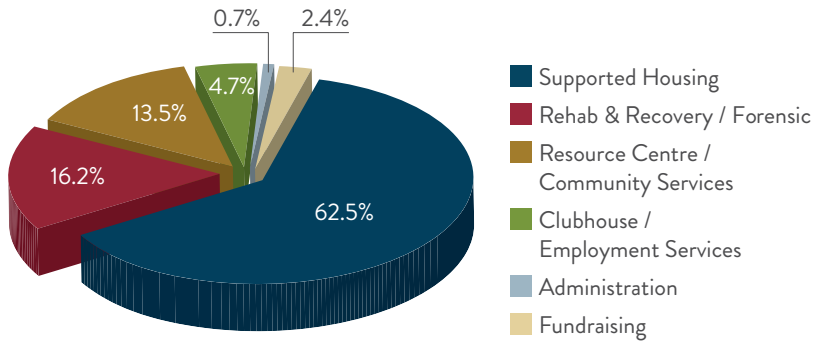
“It’s important to give back. I wanted to connect with people who were struggling and who were not being embraced by all of my community.”

To learn how you can get involved with Coast Mental Health’s Volunteer Program visit us at: www.coastmentalhealth.com/work-at-coast/volunteer

FINANCIALS—STEWARDSHIP

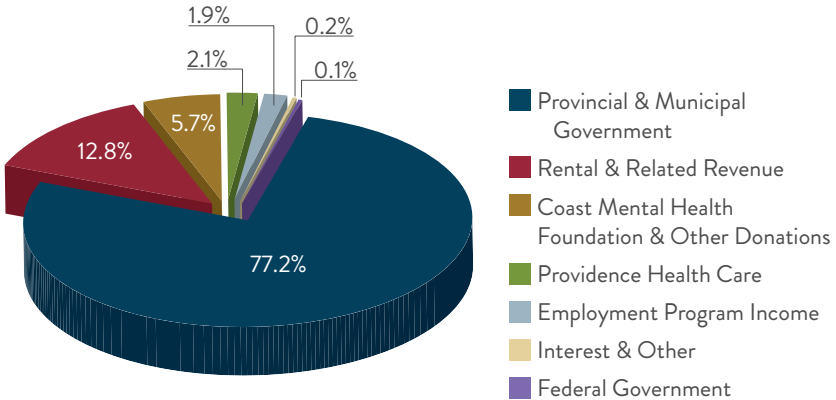
Coast Mental Health is committed to ensuring the effective and responsible management of resources. This work is made possible by government and other funding partners, while private philanthropy through Coast Mental Health Foundation drives the development of new or enhanced client-centered recovery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

SUMMARY OF COSTS—2021



TOTAL COSTS: \$44,667,365

SUMMARY OF FUNDING SOURCES—2021



TOTAL FUNDING: \$45,539,103

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

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:

- Atira Women's Society
- Affordable Housing Societies
- Canadian Mental Health Association
- 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
- 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

LIBRARIES AND COMMUNITY CENTRES:

- Carnegie Branch
- City Hall Library Langley—Cultural Centre
- City of North Vancouver Branch
- Douglas Park Community Centre
- Fraser Valley Regional Library—Maple Ridge
- Kitsilano Community Centre

- Mount Pleasant Branch
- Mount Pleasant Community Centre
- Murrayville Library
- North Vancouver Lynn Valley Branch
- Richmond City Hall
- Surrey Library—City Centre Library
- West Vancouver Memorial Library
- Vancouver Square Library

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

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



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

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 2020/2021

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- Kathleen Kennedy-Strath** | Director
- Derek Smith** | Director
- Todd Trippel** | Director
- Sandra Yuen MacKay** | Director



COAST
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Compassion Courage Recovery

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