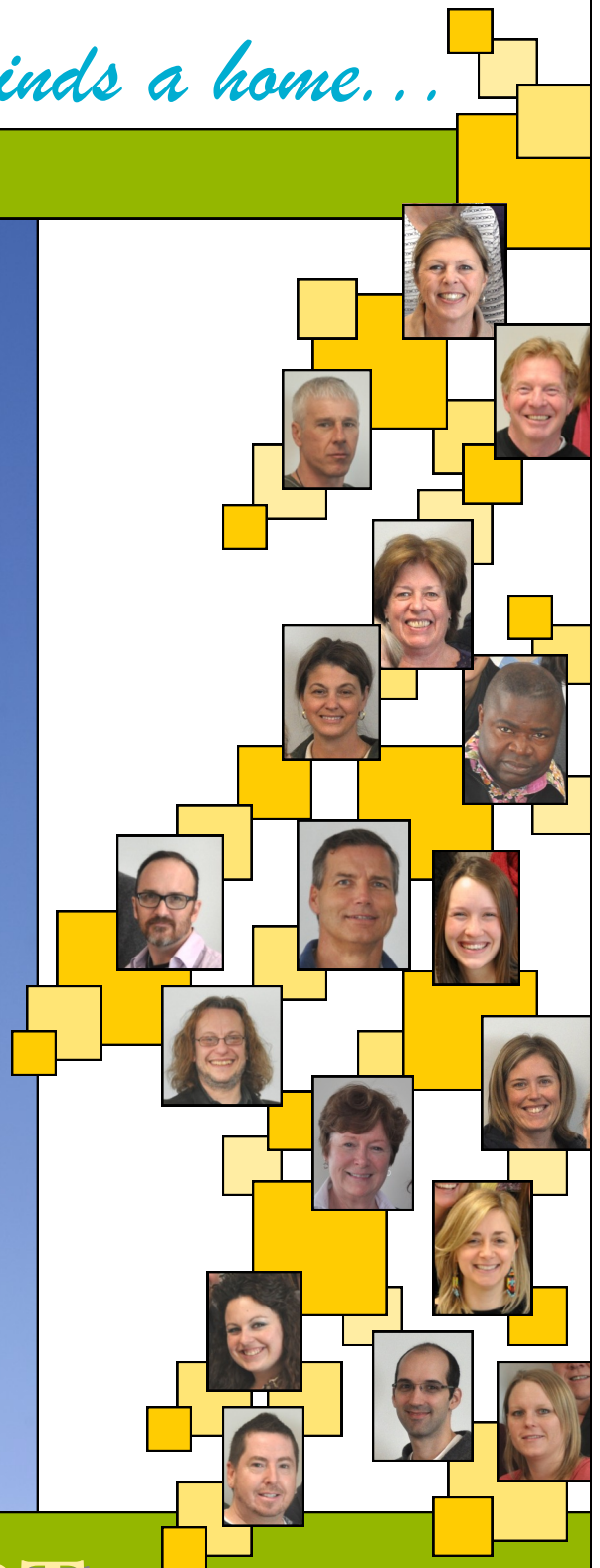




Where hope finds a home...

June 2014



ANNUAL REPORT



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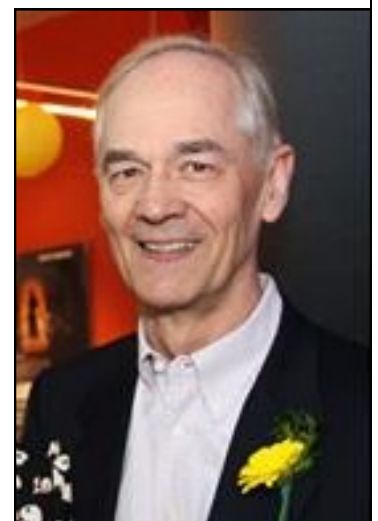
MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS AND THE EXECUTIVE DIRECTOR

After a very long, but very busy winter at Salus, we look back on another year and think of all the people we have to thank for supporting our success. Some major accomplishments occurred this year, including securing the necessary City approvals for our newest building, Clementine. A great deal of work went into planning and designing our final submission for this newest Salus building. We are very grateful for the support of City staff and our local municipal counsellors as we move forward on this great new opportunity to provide homes for 42 individuals!

The Board of Directors approved our Strategic Plan for 2014-2017 which you can read about in this Annual Report on p.6. Guided by our vision and grounded in our core values, a team of Salus professionals and volunteers worked together with community health leaders to craft this Strategic Plan. The plan is built upon our foundation of success, and looks to the future with a strong vision for our community, our clients, tenants and our partners. We would like to thank the members of the Strategic Planning committee their contribution to the development of the Plan.

In other news, staff from our Community Development Team recruited and trained a group of Salus tenants and clients who were interested in becoming members of our Client and Tenant Advisory Committee to the Board of Directors. The three individuals who completed all 8 weeks of training continue to meet and will serve as great role models for their colleagues to join them in governance and Board matters.

In 2013-2014 Salus launched a major Fundraising and communications initiative with the help of SD Coaching. This initiative, which you can read about in this Annual report on p. 12, will bring together our many families, friends and partners in our quest to build an inclusive community for Ottawa. We are very pleased to welcome Jan Ditchfield, our new Manager of Fund Development and Communications to Salus. You can read a report on her activities, which will play an increasingly important role at Salus going forward. A breakdown of our revenues and expenditures can be found below. We thank the Champlain LHIN and the City of Ottawa for their annual support of our





organization's mandate and operations.

On p.10 you can read about our progress in housing this year. In addition, Salus launched a new service with the support of the City of Ottawa for 25 Housing Allowances. In partnership with the Ministry of Finance, 25 individuals who were identified by Salus staff, were able to spend less on their housing and more on life's necessities as a result of this new program.

Once again, it was another year full of learning and sharing best practices with our partners in Housing and Mental Health. Ottawa Salus was

honoured to host a cycling tour of Supportive Housing for the Canadian Housing and Renewal Association (CHRA) congress held in Ottawa. As members of the organizing committee for PSR Canada's Housing Symposium, we helped put together the annual conference in Winnipeg and late in the fall, presented two workshops including one on Mental Health and Justice, at the annual Ontario Non-Profit Housing Association (ONPHA) conference in Toronto. Also in the fall, Salus welcomed Sam Tsemberis, from Pathways to Housing in New York as he met with staff to talk about the origins of the Housing First program.

Our staff have been very busy with many new initiatives including a Smoking Cessation program, supporting RISE Asset Development, a micro financing and mentorship program, as well as maintaining our annual traditions like the Thanksgiving Celebration. You can read about many of these events, programs and initiatives in the pages that follow.

To all our outstanding Staff teams, our deepest thanks and appreciation for the work you do every day.

To the Directors who serve on our Board, our thanks to you for the time and expertise you bring to Salus on a volunteer basis.

To all the members of the Salus community, we thank you for the year 2013-2014 and look forward to the many challenges and accomplishments in the year ahead!

FINANCIAL UPDATE FOR 2013-14

Ottawa Salus Corporation receives the majority of its funding from the Ministry of Health and Long Term Care and the City of Ottawa. For the year ending March 31st 2014, total funding received was \$5,047,873. Rental income of \$1,102,604, fundraising income of \$58,132 and other miscellaneous income of \$320,596 contributed to a total revenue of \$6,529,205 for Salus.

Once processing of all expenses and year end entries in preparation of the audited statements was completed, a much-needed surplus of \$35,577 had been achieved. These dollars were allocated to the Global Replacement Reserve, critical for ensuring our ability to complete major repairs to buildings.

Major renovations totalling \$382,697 were undertaken at various locations in the portfolio. Replacement Reserve dollars contributed to these repairs, and a total of \$149,411 was contributed to that budget, producing a final balance of \$616,558 to the Replacement Reserve account.

FISHER REHABILITATION AND RECOVERY PROGRAM

The Fisher program is a living and learning environment where people can pursue their recovery goals in a large modern home. It is a voluntary program with a maximum stay of 12 months. There are 15 residents in private rooms with 24 hour staff. The house is a dry house and is staffed by an interdisciplinary team comprised of rehabilitation workers, a Social Worker, an Occupational Therapist, a Psychoeducator, a Recreationist and a manager.



The program has 3 basic tenets:

1. **Residential milieu** that supports 15 people living cooperatively and respectfully, sharing responsibilities and common spaces. Graduates have reported that living and learning together can be a powerful catalyst for personal change.
2. **Rehabilitation activities** that are person-directed and are offered both individually and in group formats. The one year program is based on training from Boston University and consists of three phases facilitating community integration.
3. **Reciprocal relationships** that are at the core of recovery. We nurture and help (re)build positive relationships among housemates, loved ones and workers. Unconditional acceptance and positive regard are demonstrated through a humanistic working style of supporting and coaching people.

Feedback from graduates has highlighted the top 3 qualities for staff:

- ✓ sense of humour
- ✓ demonstrated hope and belief in people
- ✓ non-judgmental approach

This past year, Fisher has supported the recovery journeys of 34 people. A graduation was held to honour 9 participants and was attended by family and friends, professional supports, Fisher and other Salus staff and board members.



GROVE TRANSITIONAL REHABILITATION HOUSING PROGRAM

Salus operates a Transitional Rehabilitation Housing Program called Grove, in collaboration with the Royal Ottawa Health Care Group and CMHA-Ottawa. Since 2007, Grove has been assisting individuals with their mental health, so that they may develop the skills and knowledge to live independently in the community. Residents benefit from the support of mental health workers, psychiatrists, nurses, case managers and community members.



Grove envisions support and growth for each resident who is involved within the program. This process for each individual is unique and tailored towards their recovery needs. Recovery at Grove refers to a process that engages attention and effort towards various life domains through both individual and group therapy. Some of the common learning and development areas Grove residents focus on are: relationships, symptom management, medication, vocational exploration, healthy activities, sexuality, support networks, housing and finances.

Grove highlights the importance of community and fun for individual well-being. Therefore, emphasis is placed on being engaged through a range of community events and activities as a part of community integration. Alumni graduates of the Grove program are busy planning their second annual camping trip for the summer of 2014!

The program has gained a lot of insight since its origin, and has grown to appreciate that the process of recovery is a lifelong journey of balance, challenges and achievements.

2014-2017 STRATEGIC PLAN :

Our Approach



The Strategic Plan was developed under the guidance of the Planning and Priorities Committee of Salus' Board of Directors and with participation of the management team. The planning process was developed over the course of nine months and involved the following activities:

- A consulting engagement with Janet LeBlanc + Associates Inc. to design and facilitate our strategic planning process.
- Stakeholder interviews with key community leaders from the City of Ottawa, the Champlain Local Health Integration Network, Canadian Mental Health Association (Ottawa Branch), Royal Ottawa Health Care Group, Youth Services Bureau, University of Ottawa, Ottawa Community Housing, Artswell, and Cornerstone Housing for Women.
- A survey of board members and management staff in preparation for participation in a facilitated session to review our strengths and weaknesses and to reaffirm our mission, vision and value statements.
- Participation in four sessions by the members of the Strategic Planning sub-committee of the Board to confirm our 3-year strategic goal and strategic imperatives and to identify action plans and measurable objectives.
- Development of the operational plan by management staff (in progress).

Our 3-Year Strategic Plan

VISION:

**Well-being and full participation
in the community of adults living with mental illness.**

3-YEAR STRATEGIC GOAL:

By 2017, Salus will have raised \$2M and increased its capacity by 20%.

STRATEGIC IMPERATIVES:

Raise Funds

Establish Fundraising Infrastructure

- Board Development & Recruitment
- Fund Development Committee Establishment & Policy Development
- Training & Change Management
- Communications & Marketing

Develop Fundraising Campaign

- Awareness & Engagement
- Annual Fundraising Campaign
- Major Capital Campaign
- Sustainable Fundraising
- Donor Stewardship and Engagement

Expand Housing & Support Capacity

Expand Housing Capacity

- Build Clementine
- Conduct portfolio review
- Establish plan to leverage capital investments

Strengthen Partnerships

- Conduct needs assessment
- Explore new partnership opportunities
- Strengthen existing partnerships
- Establish resource sharing partnerships

Enhance Client / Tenant Experience

Evaluate & Enhance Programming

- Map current client/tenant experience
- Establish criteria and evaluate current programs
- Define future Salus program model
- Measure impact of Salus programs



2013-14 REPORT ON SALUS HOMES

Salus owns and operates 13 locations around Ottawa providing a total of 172 affordable homes.

Locations vary in size from a single family home in Bells Corners
to a 40 unit apartment building in the heart of Westboro.

Current demand for Salus permanent housing is high with 550 households waiting for a Salus home.

Given this demand, it's no surprise that Salus' 2013-14 vacancy rate was 1.5% inclusive of both transitional and permanent housing. That is 1.4% lower than Ottawa's 2013 vacancy rate of 2.9%.



Maintenance:

In 2013-14, Salus maintenance staff responded to 457 tenant generated maintenance requests in addition to regularly scheduled maintenance and janitorial work. Salus' on call service responded to 117 afterhours emergency calls. Both of these numbers are in line with previous years.

Capital Repairs:

Capital expenditures in 2013-14 were just under \$400,000, up from average annual expenditures of roughly \$250,000. This increase was due to capital repair/replacement and energy efficiency grants made available through the Ministry of Health and Long-Term Care, Hydro Ottawa's Brighter Tomorrow's Fund and the Ontario Power Authority's saveONenergy initiative. To achieve Salus' sustainability goals we strive to incorporate energy efficient elements into our capital replacement projects wherever possible. For example, this past year we replaced the appliances, windows and boilers at two Salus properties with energy efficient models. These upgrades lowered the energy consumption in those buildings by 5%, despite the upgrades having taken place halfway through the year.



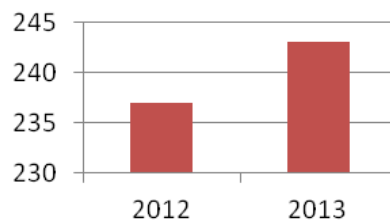
CASE MANAGEMENT: Individual Support Services

Case Managers accompanied 242 clients on their path to recovery this year, which is a slight increase compared to last year. All of these clients benefited from our portable and flexible services and many of them attended the activities offered by our teams.

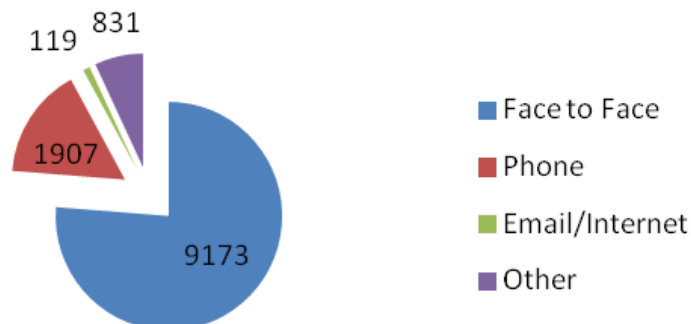
As always, Case Managers organized a Craft day before Christmas where clients can come in, craft gifts for their loved ones, enjoy a warm drink and have a good time. After the Holidays, we held a Chili Lunch to warm up the winter! And in the spring, the francophone team and our Recreologist once again invited clients to the Sugar Bush at the Richelieu Center in what is becoming a classic outing!

In order to increase efficiency, Case Managers, as all frontline staff, were introduced and trained on a new client interaction reporting software. EMHware was implemented in December and now makes it simpler and faster to record the work being done by frontline staff and completing mandatory forms.

Number of Clients Served



Total number of hours with client



FUND DEVELOPMENT AND COMMUNICATIONS: A New Direction For Salus

With the creation of a new position within our organization, the Manager of Fund Development & Communications joined our team at the end of 2013.

We saw the launch of our first social media accounts on Twitter and Facebook, allowing us to connect more directly with our community and partner agencies to share the stories of the impact we have in Ottawa. Overseen by a dedicated committee, our social channels grew quickly and we continue to provide educational, inspiring and thoughtful messages that are at the heart of Salus' work.



We also launched a new website with an updated domain name of salusottawa.org to better reflect our work.

With a streamlined appearance, bright colours and key messages, Salus' new site offers relevant information for those looking to learn about our services, and also provides our donors with the opportunity to learn more about how they are making a difference in the lives of others.



The launch of our new Annual Campaign brought forward an increase in ways for supporters to become involved with us. We expanded our fundraising efforts to include direct mail, third party events, the creation of our first public signature fundraising event, and online giving efforts. With our campaign officially kicking off in the Spring of 2014, we are excited by the dynamic future of fund development within Salus and how we can better connect and serve our donors. Our new Fund Development Committee was brought together to help support the growth of fundraising and guide the operational policies that will govern our work.

As we move forward with the building of Clementine, Salus continues to remain dedicated to providing homes, hope and comfort to our clients and their families. Together, we are building a new future for our organization, join us!

Everyone's talking about mental health.
We're doing something about it.
You can too.

