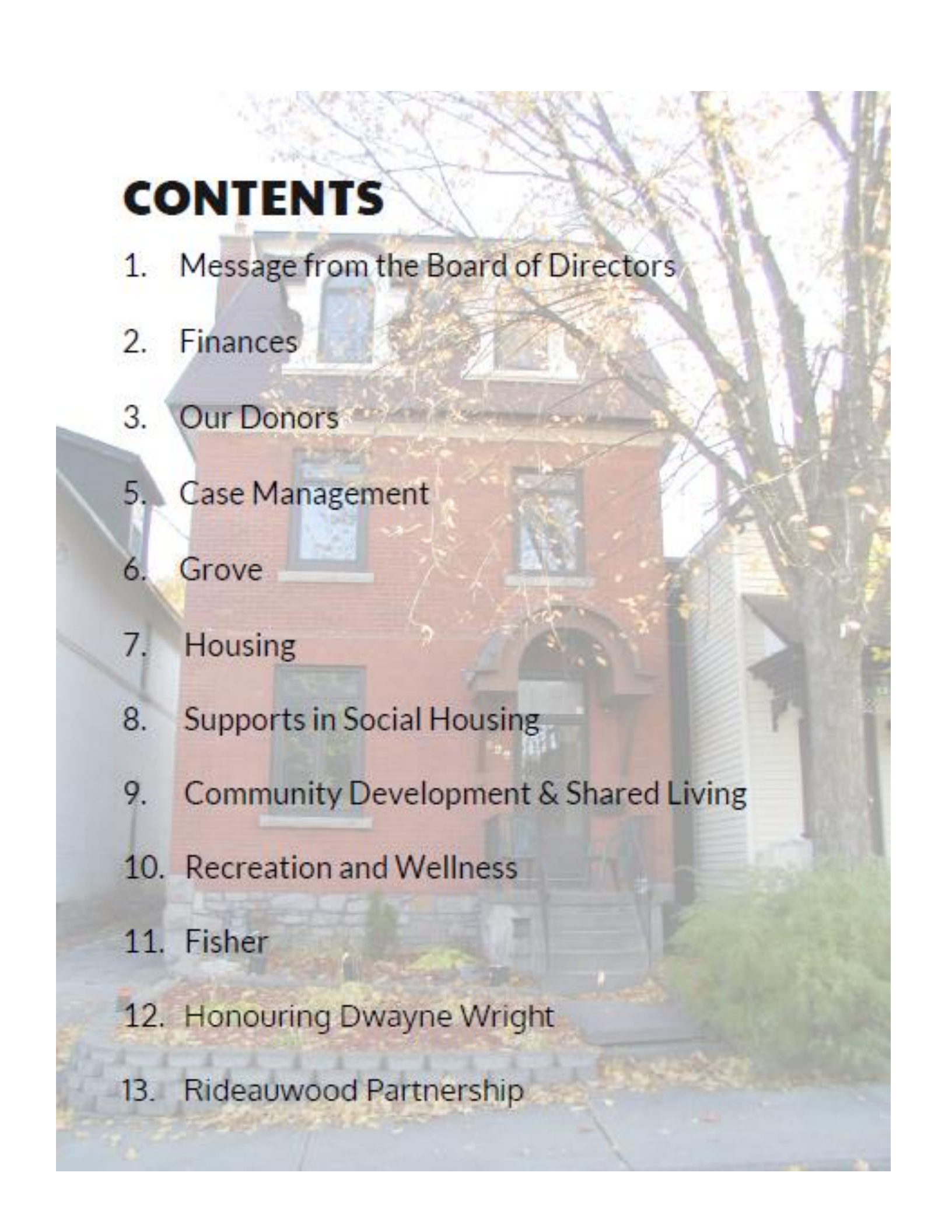


ANNUAL REPORT 2018-2019

Celebrating 40
years of service in
housing and
mental health
support





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MESSAGE FROM THE BOARD OF DIRECTORS

Greetings!

Ottawa Salus' Board of Directors and its committees have had a very full and engaging year.

We are most appreciative of the work of managers and staff who have consistently achieved their objectives over the last year. This places us in an excellent position to not only continue the great work of the organization, but look for opportunities to do more, do better and reach higher.

Our staff's commitment to their work, unwavering dedication to clients and tenants, and ability to support individuals on a daily basis is the foundation of Salus and makes us a leader in the community and the sector.

As you will read in the pages of this report, the programming and housing services at Salus continue to grow and take on new challenges at every turn.

We have just completed the first year of our new Strategic Plan and are very pleased to report that we are on track for all our goals. Those goals centre around enhancing the quality and consistency of the delivery of our services (which already lead the sector in many ways) and growing the number of individuals we are able to serve, including through innovative approaches to funding and development.

We have a new manager in charge of fundraising and she has done amazing work since she first arrived. The community in Ottawa has been truly generous in its support of Salus. We continue to discover new supporters each year, allowing us to continuously improve on the services and housing we provide.

We continue to work on a longer term strategy that will enable us to develop more housing opportunities for individuals needing a quality, affordable place to call home.

The challenges of operating a charitable non-profit are not unique to Salus. We are proud of the many partnerships that the organization maintains with a variety of agencies and institutions. Through them, we are able to offer high quality services that avoid duplication. At the same time, we know we can do better and look for opportunities to improve on our many services to individuals living with mental illness in our community.

Each one of us appreciates the privilege of serving on the Salus Board of Directors and our six Board committees. Together we look forward to the year ahead and the challenges and successes it will bring.

FINANCES



● Champlain LHIN ● Rental Income ● Fundraising and other ● City of Ottawa ● Deferred Revenue ● MOHLTC

Total Revenue 2018–2019: \$9,328,608

Donors mean the world to us!

Salus received an extremely generous \$100,000 donation from the Urbandale Corporation, to mark their 60th anniversary. As part of this incredible milestone, Urbandale Corporation donated a total of \$600,000, selecting 11 Ottawa charities that work in the supportive housing/homelessness sector. Thank you, Urbandale, for choosing to mark this special occasion in this very meaningful way.



On a chilly January evening, the Tannis Family gathered with tenants of Karen's Place, in order to mark Bell Let's Talk Day with a cheery celebration of music, food and friendship. The Tannis family is a generous Founding Partner of Karen's Place, and holds the award-winning building close to their hearts. Karen's Place was named in memory of beloved Tannis family member, Karen Nesrallah, who passed away in 2010. According to Eli Tannis, working with Salus has helped bring closure for the family: "hopefully more people will feel they can talk about mental health."

If they say that to be a good neighbour is one of life's greatest joys, then to have good neighbours on your side is an even bigger gift. With their office just down the road from Salus Headquarters, Westboro Mortgage Investment Company has generously supported our Client Chili Day for the past few years that helps make this much-loved event possible. We were delighted that Monique Terriah and Laurette Vincent joined us in person in early January, to help serve up tasty bowls of hearty chili during what can be a difficult time of the year for individuals living with severe mental illness.



Donors mean the world to us!

On September 27, 2018, Salus' signature event, Soirée Salus, was generously hosted by Ambassador Kareen Rispal at the elegant Embassy of France. This exquisite evening celebrates Salus and its work providing supportive housing to members of our community with severe mental illness. The exceptional cocktail event raised over \$150,000 in support of community mental health and was attended by over 300 people. Special guests included The Right Honourable David Johnston and Sharon Johnston, former Ottawa Senator Captain Daniel Alfredsson, Former Prime Minister Joe Clark and his wife Mrs. Maureen McTeer.



Remembering Rosmarie Spoerri

We were saddened to hear of the passing of Rosmarie Spoerri in 2018, but her memory lives on through a generous donation to Salus made by the Spoerri family in Rosmarie's name. She is remembered as being kind and caring, volunteering decades of her time to community organizations in Ottawa. We feel honoured that Rosmarie's legacy will support our Fisher Program in such a significant way.

YOU CAN CREATE A LASTING LEGACY

If you would like to learn more about leaving a gift in your will, or other ways to make a meaningful impact on the lives of individuals living with mental illness, please contact Marianne Long, Manager, Fundraising and Personal Giving, at 613-729-0123 ext 2502 or hope@salusottawa.org.



CASE MANAGEMENT

Ontario Perception of Care Survey

In December 2018, Salus administrated the OPOC (Ontario Perception of Care) to all Salus tenants receiving Salus case management services from our five main supported building (Rosemount, Karen's Place, Gladstone, Athlone and Lebreton).

Number of Salus tenants receiving Salus Case Management services: 67 or 42%

The OPOC is a standardized, validated tool to gather client perception of care feedback. The OPOC contributes to quality improvement, program evaluation and performance monitoring.

Number of survey received: 28
Response rate for the OPOC survey 42%

Ottawa Salus is very proud of the results from the OPOC, this confirms the good work done by our case management teams:

Areas of Excellence, the 3 questions that received the highest score (scale 1 to 4):

<i>I was assured that my personal information was kept confidential</i>	3.7
<i>I felt welcome from the start</i>	3.64
<i>I found staff knowledgeable and competent</i>	3.64

Areas of Improvement, the 3 questions with the lowest score (scale 1 to 4):

<i>Staff helped me identify where to get support after I finished the program</i>	2.88
<i>I have a plan that will meet my needs after I finish the program</i>	2.94
<i>If I had serious concerns, I would know how to make a formal complaint</i>	2.94

Although, we have identified 3 areas of improvement, all 3 questions had a score above the average. We will certainly take this opportunity to review our complaint process and make any relevant adjustments.

Our work around the preparation for closure of certain files will continue. We will remain mindful that everyone is at different stage of recovery and addressing the topic of closure too soon can have a negative impact on some therapeutic relationships. Thank you to all the case managers for their great work!

New Developments in Case Management!

Our new Forensic Supportive Housing Program

On April 13th, 2018 Salus signed a service agreement with The Royal Ottawa Mental Health Center to offer Forensic Case management.
To date, 4 clients are already housed and supported through this program.

The creation of the « Comité pour l'avancement des services en français à Salus »

Première rencontre le 8 février!

Le comité des services en français a été créé dans le but de s'assurer que la population francophone reçoive les mêmes services que ceux qui sont offerts en anglais au sein de l'agence. Le comité s'est donné comme mandat de :

- 1) Développer une culture qui favorise l'usage du français dans tous les services offerts afin de répondre aux préférences du client.*
- 2) Assurer que les communications (ex. affiches) qui s'adressent aux clients soient bilingues.*
- 3) Soutenir le développement du français au sein de l'agence (ex. groupes de pratique, partenariats).*



« The staff at Grove helped me to see my goals and my dreams, and did not allow me to give up on them. They were there with support when times were grim, and helped keep me upbeat and positive. » Stephen

GROVE

Transitional Rehabilitation Housing Program



In the past year we've celebrated not only recovery, but also college graduations, volunteer and paid jobs, and moves to new abodes by one of the best group of housemates ever!



« Get you disciplined, help you see your insight, that's Grove for you! » Sam B.



« Living at Grove let me have the opportunity to grow and you get what you put in with guidance. »

ZHC

HOUSING



Salus' newest Supportive Housing Program

In accordance with Salus' 2018-2021 Strategic Plan, Salus has been actively reviewing client needs in the community and considering future directions as an organization that could help address the gaps in supportive housing options for people living with severe and persistent mental illness. In addition, to the 800 people waiting for Salus supportive housing on the centralized waitlist, there is a lack of permanent housing opportunities for people transitioning from hospital into the community. Specific to Salus there is a gap in affordable supportive housing opportunities for people graduating from Salus Transitional Rehabilitation Housing Programs (Fisher & Grove), with additional barriers for Forensics clients.

Successful, ongoing advocacy to the Ministry of Health and Long-Term Care for this population resulted in the creation of Salus' Forensics Supportive Housing Program in early 2018. This program provides intensive support services and affordable housing opportunities in the community by way of Salus administered rent supplements.

A rent supplement is a government funded payment made directly to a landlord, that bridges the gap between what an individual can afford to pay for housing and what the actual market rent is for the accommodation. Salus has had the pleasure to establish rent agreements with a number of community minded landlords ensuring their housing is affordable for those in need.

Through the new Forensic Supportive Housing Program, Rent Supplements will reduce the cost of rental accommodation for 38 qualified individuals in market rental housing.

SUPPORTS IN SOCIAL HOUSING

A Partnership with



Salus Supports in Social Housing (SSH) and Community Development staff at 2651 Regina St, an Ottawa Community Housing building supported by Ottawa Salus, noticed the impact that recent suicides had on the building's community. Suicide was a topic that was never far from tenants' thoughts; a collective trauma affected everyone. Many people knew someone in the building who had committed suicide or someone who was close to a person who had suicided. Others sat with the knowledge that somebody had been fatally suffering so close to them. Almost everyone wondered if there was something that they could have done to help. And yet, people rarely spoke about the issue unless it was privately or with professional supports because, in 2019, suicide still carries a lot of stigma. This gave rise to an idea.

Now that Salus had trainers to provide Applied Suicide Intervention Skills Training (ASIST) to staff in house, why not extend this training to our clients? It was a bit of a radical idea, since many people think of this training as being designed for helping professionals. Staff who worked at Regina loved the idea, after all, what could be more destigmatizing than providing our clients with the very same tools that we think of as best practice?

The training was held in the lounge of 2651 Regina St. over two full days in March 2019. It was not without difficulties. The two trainers, Patrick Marchand-Smith and Vicky Sabourin, overcame technical difficulties of working in a space that was not set up for training. There were fears that the training would not meet the needs of the clients and fears about whether anyone would show up. Twelve people showed up in the morning of the first day and twelve people left at the end of the second having successfully completed the training. Nobody anticipated for the level of participation that those twelve people brought. It was an intense and emotionally charged training. As participants shared deeply personal stories of suicide, it became apparent that many had struggled with suicidality. It was intensely validating and de-stigmatizing for participants to learn that others had similar thoughts and experiences. By the end of the first day, the group started to gel and by the second day group members started to support each other and relied less on the support of staff who waited just outside the training room.

The tenants who chose to attend this training did so not because it was a job requirement but because it was a life requirement and they attended with the ferocity that someone's life may one day depend on it. Everyone, including the trainers, left exhausted at the end of the second day. They also left with increased confidence, increased skill level and a determination to feel less hopeless in the face of suicide. The group has decided to continue the conversation that started in training and continue to meet together regularly to create a suicide safer community at 2651 Regina.

"With mental health awareness breaking taboos, we start to realise just how many people suffer, and too often, in silence. You never know what a person is going through, but you can choose to pay attention to the signs, show up and offer support without judgement... But it's not always easy to "do the right thing" when you see someone suffering. The education provided in ASIST gave me the foundation to notice the signs and trust myself to act, if I think it could help prevent a tragedy. It gave me the courage to choose to act, when someone seems to be in crisis, even if it is very uncomfortable. I am very grateful to Salus, for providing the opportunity to expand my education on suicide prevention!"

Dominique D.



SHARED Living & Community Development

The Cooper home has pretty much had a year of "business as usual", with no turnover in clientele.

The Crichton home was busier this year. Three clients out of eight moved out of Crichton and three new clients have moved in.

This requires a lot of adjustment as everyone finds their new group dynamics. Recently, the whole house was treated for pests in what could be called a blitz. But thanks to the hard work of staff and clients, it is now well under control.

Given the nature and conditions of their work, the rehabilitation workers at Cooper and Crichton are in almost constant contact with clients. Numbers cannot express the extent of their work. The expertise of these 2 workers comes from their training and a total of 36 years of experience.

This past year has been a time of change for the Community Development team. We have hired 5 people, 4 of them new to Salus, on a team of 10 people. This brought some new ideas and discussions about the role of community development within Salus' services.

Bringing some "new brains" into the mix is always refreshing for a team. They have also benefited from a substantial amount of training to better assume their new tasks and continue providing high quality services to our clientele.

Also new this year is a program evaluation project underway by two students from the University of Ottawa. Presentations on this program evaluation will be provided in the coming months. For now, we can say that the program evaluation has given very positive results, from 75% to over 90% satisfaction rates among our clientele. The evaluation also uncovered that there is a substantial link between community development services and successful tenancies.

The mobile community developer service continues to be well used, taking on several projects and offering coverage in most every building when the assigned community developer is away. The mobile CD has also provided emergency or short-term services not only in our supported buildings but also in some buildings not supported by a community developer. This service has proven to be very valuable in ensuring continuation of services in our buildings.

In the past year, community developers have provided services to over 300 clients.

RECREATION & WELLNESS

The Creative Café is a favourite activity at Ottawa Salus. This monthly event sprang from a growing interest in music that revolved around the Big Bucket Band and became a partnership between Salus' Community Development and REC teams.

The Creative Café is held 8 times a year at Salus head office, and is an open mike session for musicians, poets and others to workshop their artistic talents and to perform in front of a supportive, live audience. The event draws 30 or more participants for each event. The audience includes clients, staff of Ottawa Salus and other agencies as well as people from the community at large.

The event is a drop in forum, where people register for a spot in the show once they arrive. Each performer is able to perform two songs or pieces of poetry per event.



Food and beverages are also provided and help foster a relaxed and supportive atmosphere. Many Salus clients and tenants volunteer for set up and cleaning after the event and a long time Salus tenant is the master of ceremonies. The event comes together thanks to the organizational talents of Julie McBrien of the REC team and the creative expertise of Bruce Potter of the Community Development team.

There is a second Creative Café location, at Bethell Fieldhouse at Ottawa St. Luke's Community Centre on Frank Street. This event is a spin off of the Salus event and began as a partnership between Ottawa Salus, The City of Ottawa and the Royal Ottawa Hospital in 2011. Though no longer a partner, the City of Ottawa provides space for the event at a discounted rate.

This event is held ten times a year, once a month excluding July and August, and is open to the public. It draws a similar crowd as Salus' head office event and provides an opportunity for members of the Salus community to make connections outside of Salus. The Creative Café is a wonderful example of collaborative, client centred programming and of fostering community leadership.



The Fisher Transitional Housing program is a psychosocial rehabilitation and recovery program, designed to help those who struggle with independent living gain the skills they need to move successfully back into the community. Program participants have typically been living in hospital for a period of time.

FISHER

The Fisher Psychosocial Rehabilitation Program turns 15 this year and boasts over 130 graduates since the program's inception in 2004. Speaking of graduates, the Fisher graduation ceremony is a milestone event in the program and honours the resilience of Fisher participants and their individual recovery journeys. Each Fisher participant who completes the program is included in the ceremony.

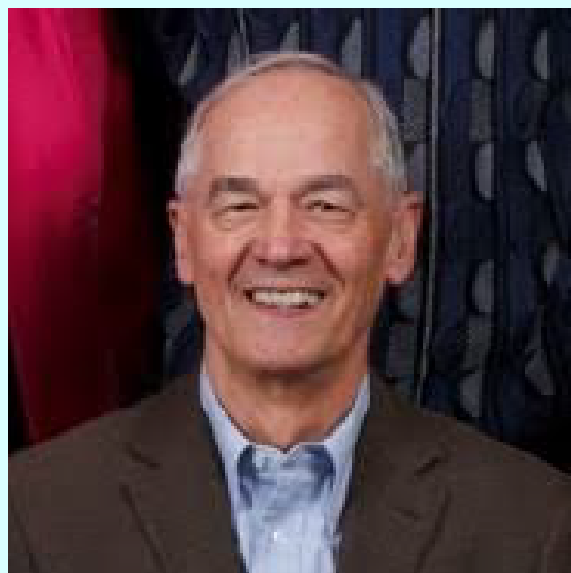
There are two graduation events each year, one in Spring and the other in Fall. The events are attended by family and friends of the graduates as well as Salus staff members, professional supports from partner and community organizations, current Fisher participants and Salus Board members.

Graduates are presented by their individual key workers, who highlight their recovery journeys at Fisher. Graduates have an opportunity to speak after the presentation. At the end of the ceremony, members of the audience may also contribute to the event by saying a few words about their family member or friend.



Once the ceremony wraps up, photos are taken and lunch is served. This event is a wonderful, not to be missed celebration of growth and achievement. It is definitely a bucket list event for all.

THANK YOU



Dwayne Wright joined the Board of Directors at Salus in 2006. Within his first term, he had been elected Chair of the Board. Dwayne remained Board Chair until 2017.

As a Board member, Dwayne offered his insight, experience and inquiring mind to ensure that decisions made were the best possible ones. Dwayne also became a champion for the organization.

Over the years, he has taken a strong interest in staff and clients, attending dozens of events and activities. Through his conversations on these occasions, he grew to understand the mandate of the organization so well he often volunteered to present what he knew about Salus to service clubs and groups across the city.

Dwayne's accomplishments in fundraising for Salus are quite simply outstanding. Through Dwayne, the organization was able to build remarkable relationships in Ottawa's philanthropic community - both through his long record of service in Foreign Affairs and International Trade, as well as his vast network of friends and acquaintances whose support he sought out at every opportunity. As many people know, Dwayne's work eventually included the dedicated attention of his spouse Ellen. Together they invested time and energy into the growth and expansion of Salus.

Salus will always be grateful for the tremendous contribution Dwayne Wright made to our organization. Thank you Dwayne!



In November 2018, the Case Management (CM) program managers proposed a pilot project for 3 months, to hire an addiction counsellor to work with Salus case managers on knowledge and skill development in working with concurrent disorder clients. Rideauwood was selected as the agency with which Salus would partner.

The Rideauwood consultant worked on site for one day a week, embedded in the CM program and be available to all case managers, community developers and residential rehabilitation workers for consultations and client meetings to address and find supports for concurrent disorders.

The challenges of concurrent disorders had become a serious issue for housing retention as well as client health and safety with in the Salus community.

The pilot ran from March 20- July 18/2018 for a total of 17 weeks.

An evaluation was conducted mid-way through the pilot. Staff that had accessed the addiction consultant were interviewed and asked how well they thought the service was working in 4 areas (see below).

Results:

Approaching clients that were ambivalent or pre-contemplative	4.3/5	Based on the early results Salus and Rideauwood have agreed to extend the program for another year.
Increase of knowledge and skills	4.6/5	
Direct work with clients	4.2/5	
Links to services	4.1/5	

During the initial pilot of this unique partnership, the focus was on the consultant bringing their expertise to the staff of Salus and through education, modeling and consultations providing a flexible, on the job learning opportunity in concurrent disorders.

The goal was to give staff the chance to develop the language, resources and skills to work with clients that are struggling with increasingly complex mental illness and addictions.

As the project progressed, it became more than a staff learning opportunity: the clients have become an important part of the program. Working with the consultant and staff, they have welcomed the information and support the program provides. They attend the education sessions that are provided for their benefit and are making more connections to outside resources.

The project has exceeded the expectations and has been so successful that Salus is looking to continue it for another year.

