



Where hope finds a home

2023-2024

Thriving Together

A Year of Growth & Impact



Ottawa Salus Annual Report

Land Acknowledgement

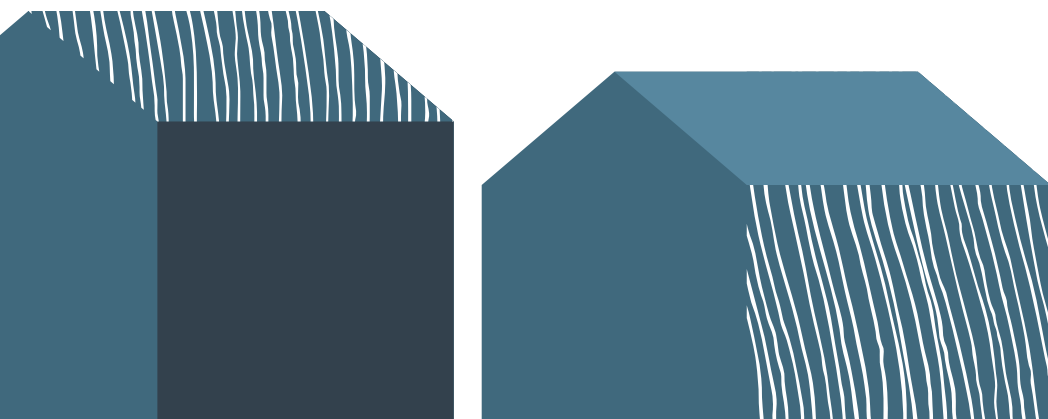
Ottawa Salus is deeply committed to creating supportive and nurturing environments for all individuals in our community. We acknowledge that the land on which we gather and operate is the traditional unceded territory of the Algonquin Anishinaabe Nation.

We honour and respect the enduring presence and contributions of all First Nations, Métis, and Inuit peoples on this land. Their rich cultures and histories continue to shape and inspire our community.

In our mission to provide supportive housing for people experiencing severe and persistent mental health and substance use health challenges, we strive to learn from Indigenous teachings and perspectives. We recognize the importance of building relationships rooted in respect, reciprocity, and reconciliation. We are dedicated to working collaboratively with Indigenous communities to remove barriers and create inclusive spaces where everyone can thrive.

As we reflect on our journey and the work ahead, we commit to honouring the land and its original caretakers, ensuring that our efforts contribute to a more equitable and just society for all.

Pictured on cover left to right: Dominic, Salus Client, Dez Kamara, Salus Community Developer, Claire, Salus Client and Ryan, Salus Client



Letter from the Board Chair and the President and CEO

More than 45 years ago, a group of concerned community members came together to form Ottawa Salus, pioneering supportive housing in Ontario. Amongst this remarkable group were co-founders Dr. Alistair Catterson, a local psychiatrist, and Jackie Holzman, former mayor of Ottawa. They helped ignite a legacy of innovation and compassion that continues today. As a “hidden gem” in Ottawa, for years, Salus quietly served people experiencing severe and persistent mental health and substance use health challenges. This past year, amidst an affordable housing and homelessness crisis and an unprecedented need for supportive housing, Salus’ message was loud and clear: we cannot afford to be quiet anymore. Now is the time to amplify our message and share our critical work, impact, and growth with our community.

With much excitement, Salus celebrated breaking ground on Canada’s first supportive housing building for older adults with mental health and substance use challenges. This landmark initiative will address an unmet need in our community, providing stable housing and offering hope and dignity to a vulnerable population with unique needs for housing, care and support.

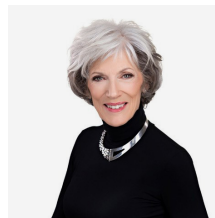
Inevitably, we faced challenges along the way. The lingering effects of the February 2023 flood at our Athlone building has tested our resilience as we work toward restoration of the building. We encountered numerous unanticipated delays.

As a result, rebuilding may take longer as we work with the City and Province to secure funding for repairs not covered by insurance.

This past year has been a testament to our ability to evolve courageously, challenge the status quo, embrace our values, and strengthen our relationships. With the unwavering commitment of our frontline staff, the invaluable support of our community partners, and the heartfelt generosity of our donors, we are fostering hope and healing in the lives of our clients.

We are truly grateful for you raising your voice with us.

With gratitude,



Janet Yale
Chair, Board of Directors



Mark MacAulay
President and CEO

Mission

We create opportunities for adults with mental health and substance use health challenges, as well as behavioural addictions, to live independently by improving access to housing and a community of integrated support services.

Values

- Wellbeing
- Embracing Diversity
- Quality Improvement
- Integrity
- Collaboration
- Accountability

Salus, pronounced “sal-US” is from the Latin word meaning “health and wellness.”

Vision

Stable housing for everyone.

Our Nurturing Approach

“When a flower doesn’t bloom, you fix the environment in which it grows, not the flower.” - Alexander den Heijer

Just like a flower needs the right environment to bloom, people need a supportive and nurturing environment to thrive. And that’s exactly what we do at Salus.

When a flower fails to bloom or grow as expected, we never blame the flower. It’s our responsibility to never blame an individual for where they are in their life. Instead, we come together – Salus staff, volunteers and our like-minded family of supporters, people just like you, to remove the “weeds.” We break down the barriers that prevent our clients from thriving and we work with community partners to offer personalized wrap-around support for individual needs.

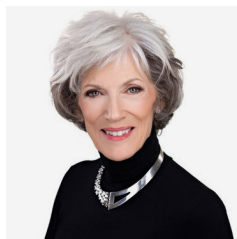
Ottawa Salus Buildings



- Salus owns and operates 14 buildings in Ottawa
- 219 Salus owned units (including Athlone)
- 72 units with our community partners

2023-2024 Board of Directors

Thank you to our board of directors for their invaluable contributions and dedicating their time and skills to Salus this year.



Janet Yale
Chair



**Camille
Therriault-Power**
Past Chair



Bernie Etzinger



Fiona Murray



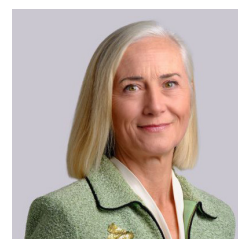
Kevin Yemm



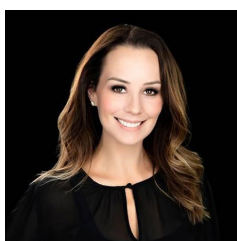
**Mélanie
Vadebonceour**



Michel Boulay



Rachel Baxter



Sarah Bertrand



Tadiwa Muradzikwa



Timothy Moran



Mark MacAulay
President & CEO

Jon's Journey to Independent Living

Jon's Salus journey began at Fisher, one of our Transitional Rehabilitation Housing Programs designed to support adults living with mental illness in a group setting. After graduating from Fisher, Jon moved into a Salus-owned independent living apartment building.

Reflecting on his time at Fisher, Jon acknowledges its pivotal role in his successful transition to independent living. He shares that the program encouraged him to be accountable for household responsibilities such as chores, group programming, and cooking, that prepared him for living alone.

Living independently now, Jon continues to have a supportive Salus community around him and is grateful for the positive connections he has built with the neighbours in his building. Driven by his determination to progress in life and "move forward," Jon recently obtained his high school diploma and is exploring jobs in the healthcare sector. In recognition of this accomplishment, Théoneste, Jon's community developer, nominated Jon for an Achievement Award at our last Client and Community Partner Appreciation event.

Jon's journey is a testament to the transformative impact of Salus' Fisher program and the support of our community. Together, we are creating a brighter future for individuals like Jon, providing them with the stability, independence, and hope they deserve.

Home is where you can just sit back and relax and move forward. It's the place you always have to come back to.

- Jon, Salus Client



Scan here to read more about Jon's story!



Pictured left to right: Theo, Salus Community Developer and Jon, Salus Client

Champions for Supportive Housing

RONA Foundation: Home Sweet Home

Salus was honoured to be chosen by the RONA Foundation as a recipient for their Home Sweet Home Campaign initiatives.

During the month of September, employees at RONA+ Orleans rallied together, raising funds through in-store BBQs and at-register donations, all in support of Salus. We extend our heartfelt gratitude to the RONA Foundation for including Salus in their impactful Home Sweet Home Campaign.

3.84
years Wait time
for housing
registry

44 Average age of
person waiting
for housing

736 Applications
Salus received



Pictured left to right: Mark MacAulay, Salus President & CEO, MP Marie-France Lalonde and MPP Stephen Blais at the RONA+ Orleans grand opening

Conversations with Community Leaders

This year, Salus continued to have crucial conversations with our community partners and all levels of government to increase access to safe and affordable housing for those living with mental health and substance use health challenges.

Ya'ara Saks, Minister of Mental Health and Addictions, Dr. Vera Etches, Medical Officer of Health for Ottawa Public Health, and Michael Maidment, President & CEO of the Ottawa Community Foundation, toured our facilities and met with Salus staff and tenants.

We are grateful for their commitment to understanding our client's critical needs in transitional and supportive housing. We are working tirelessly to bring the right people together to realize our vision of stable housing for everyone.



Pictured left to right: Chelsey Karemangingo, Salus Program Manager, Mark MacAulay, Salus President & CEO, Dr. Vera Etches, Medical Officer of Health for Ottawa Public Health and Michael Maidment, President & CEO of the Ottawa Community Foundation



Pictured left to right: Marcus Corbould, Salus Program Manager, Housing Services, Mark MacAulay, Salus President & CEO Ya'ara Saks, Minister of Mental Health and Addictions, Eli Tannis, Concorde Properties and Salus donor, Heather Brown, Director, Philanthropy at Salus

Ottawa's Caring Community Comes Together for Supportive Housing

Soirée Salus 2023

On October 3rd, Salus' community gathered at the Embassy of France for Soirée Salus.

Over 250 guests were privileged to hear Claire's journey with Salus. Claire captivated the room with her resilience, dedication and kindness.

Together, we raised \$90,000 for clients like Claire. We couldn't have done it without the generosity of our sponsors, guests and donors – thank you!

A special thank you goes to Ambassador Michel Miraillet and his team at the Embassy of France, and our sponsors: CSV Architects, Emond Harnden, PuroClean, Scrivens, Mark Motors, Shouldice Mechanical, Bell Let's Talk and CIBC.



Scan here to read more about Claire's story!



Pictured left to right: Camille Therriault Power, Past Board Chair, and Fiona Murray, Chair, Philanthropy Committee with Claire, Salus Client

"If there's one thing I want you to walk away with tonight, it's that **Salus gives people hope**. Salus gave me that light at the end of the tunnel."

– Claire, Salus Client



Pictured left to right: Ambassador Michel Miraillet, Mark MacAulay, Salus President & CEO, Janet Yale, Salus Board Chair and Ottawa Mayor Mark Sutcliffe (photo by Caroline Phillips, OBJ)

Thank You to Our Generous Sponsors

CSV ARCHITECTS
sustainable design • conception écologique



Tamarack Ottawa Race Weekend

A very special thank you goes out to Mayor Mark Sutcliffe who ran a full marathon and raised over \$26,000 for Salus with the help of our generous community. We extend our heartfelt gratitude to Mayor Sutcliffe for his exceptional support and going the extra mile to shine a light on Salus and our critical work.

In addition, two very dedicated team members got sweaty for Salus: Marcus Corbould, Program Manager, Housing Services, who ran a full marathon, and Camille Therriault-Power, Past Board Chair, who ran 10k. Every stride for Salus made a difference!



Pictured left to right: Mélanie Vadeboncoeur, Salus Board Member, Mayor Mark Sutcliffe, and Mark MacAulay, Salus President & CEO



Camille Therriault-Power, Past Board Chair



Marcus Corbould, Program Manager, Housing Services

Casual for a Cause

We are very grateful to the team at Clocktower Brew Pub for approaching Salus to host a fundraiser and generously donating their space. As a business operating in the downtown core of Ottawa, Clocktower wanted to create an opportunity for conversation and learning that directly connects to the issues they experience in their neighbourhood every day.

At the event, familiar faces and new Salus supporters came together for an evening of learning and connection. Throughout the evening, guests visited six stations hosted by board member Dr. Tim Moran and Salus staff members – to learn more about supportive housing and the role that Salus plays in our community. They left as champions for supportive housing with new insights about Salus and our critical work.

A special thank you goes to Craig, General Manager of Clocktower Brew Pub and team for their incredible support.



Community Development learning and connection station



Councillor Sean Devine (left) and Mark MacAulay, Salus President & CEO (right)



Joanne Cormack, Salus' Director of Clinical Services (left), and Dez, Salus Community Developer (right)

● Salus HopeGivers

Making a Monthly Difference

Nancy is the mother of Jessica, a Salus Client who lives with a challenging mental illness.

As her parent, she has watched Jessica deal with many losses in life. Nancy found hope through Salus' provision of a safe and affordable apartment and feels deeply indebted for this stable home that has nurtured Jessica's sense of pride and independence.



Nancy and her daughter, Jessica

"I give monthly to Salus to allow hope and the same sense of relief to other families. My daughter and I encourage you to **consider becoming a monthly donor**, too! Every little bit counts towards this priceless pillar of wellbeing."

– Nancy, Salus Monthly HopeGiver



Sheryl, Salus Client

“Despite the real struggles, Salus services make such a huge difference in my level of independence. I can now live successfully handling life setbacks. When I’m in distress or have a crisis, Salus is patient understanding and kind – it takes a lot of time and effort.

– Sheryl, Salus Client”

● Advancing Inclusion, Diversity, Equity, Access and Anti-Racism (IDEA) and Staff Wellness through the Community Service Recovery Fund (CSRF)

Administered through the Red Cross, the CSRF is supporting a shared service model for human resources (HR) between Salus and Rideauwood Addictions and Family Services, allowing both organizations to advance IDEA and staff wellness initiatives.

Due to the grant, this year Salus has achieved:

- Launching Salus Vita, our employee wellness program that includes: lunch connection groups, a virtual resource page, a 12-month corporate partnership with Headspace and GoodLife Fitness, and much more
- Streamlining HR processes to provide further support to staff and managers
- Marching in the Capital Pride Parade and launching Salus' inaugural Multicultural Day, including a cultural competency training and multicultural potluck
- Engaging CultureAlly, an Equity, Diversity and Inclusion consultant which will help support the development of a strategy to further IDEA initiatives at Salus



Rebecca Going, Salus Housing Coordinator (left) and Sarah Mouland, Salus Office Manager (right)

Following suit with Salus's Latin origin's, "vita" means life and together Salus Vita will aim to foster healthy lives for staff.



Salus staff marching in the Capital Pride Parade



Tafari Thompson, Salus and Rideauwood HR Coordinator



Pictured left to right: Sarah Mouland, Salus Office Manager, Lynda DaCosta, Director, HR and Sydney Hall, HR Coordinator

By the Numbers

264

IDEA training modules were completed by 79 unique staff members (66% of staff)

30%

Of new hires identified as BIPOC (Black, Indigenous or Persons of Colour)

Supportive Housing is Hope for Salus Clients

Fisher's Transformative Impact

Salus' Fisher Transitional Rehabilitation Housing Program (Fisher), established in 2004, is a recovery-based program that uses a psycho-social rehabilitation model to assist people with severe and persistent mental illness as they transition from hospital back to the community. In addition to the program's main goal of helping residents learn to maintain stable housing after graduation, the three primary objectives of Fisher are to facilitate:

1. Personal recovery
2. Satisfactory quality of life
3. Successful community integration



Jean Charette, Salus Rehabilitation Worker (left) and Robert, Salus Client (right) celebrating at the Fisher graduation

In partnership with the University of Ottawa, Salus conducted an outcome evaluation of 18 years of Fisher data (2004-2022). Overall, the results were extremely positive. The evaluation indicated a well-established program that is meeting its goal and primary objectives.

- On average, residents reported progress in their mental health recovery, and staff observations confirmed this
- On average, residents' perception of their quality of life drastically improved from arrival to graduation from a "very low" to an "average" quality of life
- The program is achieving its main goal. Residents move to less supportive and more stable housing when they leave Fisher, especially if they complete the program

Congratulations to our recent 12 Fisher graduates, including Robert, who was supported by rehabilitation worker Jean Charette throughout his time in the program.

"I truly believe real recovery happens in the community. **Change is possible** and there is always a better day!"
– Jean Charette, Salus Rehabilitation Worker

By the Numbers

136

Clients Salus Occupational Therapists and Recreologists provided services to

32

Clients accessed Salus Transitional Rehabilitation Housing Programs this year



Robert, Salus Client (left) and Jean Charette, Salus Rehabilitation Worker (right) at their "Blades of Courage" skating challenge

Case Management: Bridging Needs and Resources for Clients



Isabelle Arnedo, Salus Case Manager

Salus Case Managers provide individualized support to Salus tenants and clients in the community. The focus is on client strengths, interests and abilities and helping them build a foundation for taking ownership of their own recovery process. Case Managers meet with clients in their own environments and follow the clients when they change housing. They work together with their clients to:

- Assess client strengths and needs in all life areas
- Identify goals for change
- Develop a service plan

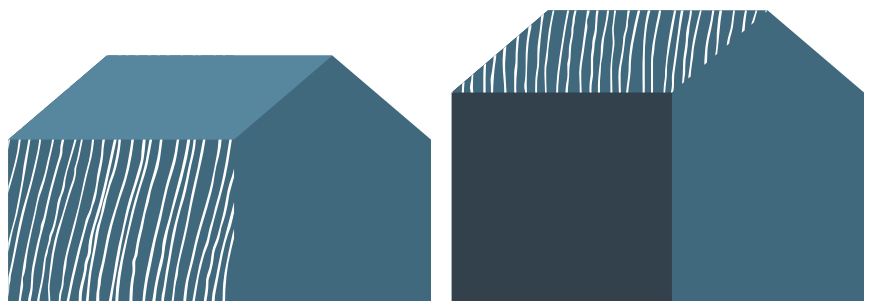
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One of my clients lives with severe post-traumatic stress disorder (PTSD) from having fled forced labour camp when he was younger. When I first met him, he was sleeping in his closet. After working with him for years, he now paints, sculpts, composes music, does woodworking and photography. His life is filled with moments of happiness and hobbies that bring him tremendous amounts of joy. He no longer sleeps in his closet.

It's a privileged position to be in people's lives the way that I am and to have gained their trust. I remind them that I'm here and when they don't have the ability to believe in themselves, we will work together and I will help bring another piece of the puzzle, so that they can get back to being their true self.

– Isabelle Arnedo, Salus Case Manager

”



“Thank you kind Salus donors who have helped Salus do their best work thanks to your very generous donations. **Thank you for being our real life Salus Unicorns.**”

– Krista, Salus Client

By the Numbers

344

Clients accessed case management services this year

174

Anglophone clients

51

Francophone clients

5

Deaf, deafened and hard of hearing clients

29

Forensic Supportive Housing Program (FSHP) clients

32

Shelters to Homes (S2H) clients

53

Supports within Social Housing (SSH) clients



Krista, Salus Client

● Empowering Confidence through Community Development

Salus Community Developers provide onsite support to Salus tenants, as well as clients in community partner housing. Dez, one of Salus' dedicated Community Developers, piloted a wellness group at Clementine and Rosemount to help clients grow and overcome their own unique challenges through group discussions and advanced therapeutic methods. The results were remarkable. Clients participated consistently and showed incredible dedication to working through their challenges.

Success Stories

One participant, initially anxious about taking public transit, now **confidently rides the bus** and has applied for Para Transpo.

Another client, hesitant to apply for a job due to low self-esteem, received support from Dez in recognizing their strengths. By the end of the 6-week program, they had **completed their resume** and applied for the job.

371

Clients accessed community development services within Salus owned buildings and through partner housing



Dez Karama, Salus Community Developer



Maintaining Healthy Homes for Salus Tenants

Throughout the challenges posed by the COVID-19 pandemic, we've remained dedicated to our clients' well-being and housing stability.

Many have faced increased difficulties, such as isolation and pest infestations, putting their homes at risk.

In response, our frontline staff have been tirelessly conducting regular unit inspections, providing crucial support every step of the way. These inspections cover various aspects, including repairs, pest risk factors, security, and fire safety. Importantly, they are not just about assessing the physical condition of the units – they're about ensuring our clients feel supported and heard.

During these inspections, our Housing Coordinators focus on addressing repair needs and ensuring unit security, while our Community Developers provide personalized support to each client. They inquire about any unmet needs and confirm pet care plans, ensuring that every aspect of our clients' lives is taken into consideration.

In addition, our proactive approach extends beyond immediate concerns. We conduct at least four individual unit inspections each year, covering capital, fire, and preventative measures. At least two of these inspections are completed jointly by a Salus Community Developer and a Salus Housing Coordinator, providing comprehensive support and guidance to our clients.

If any issues are identified during the inspections, we promptly create work orders for our maintenance team. These orders help address repairs and cleanliness, preserving assets and preventing costly damages in the long run.



Salus' Maintenance team pictured left to right: James Levisky, Sophie Paquette, Rick Dodd and Renato Torres (missing from photo: Gerry Nichols and Hao Chen)

To further address and prevent pest infestations, additional measures are taken:

- The Housing team educates staff and tenants regularly on how to avoid pests and prepare for treatments
- Preventative treatments are always completed prior to tenant move in, and for units that have an adjacent wall with units that are found to have infestations
- Regular communication between property management, case management, and community developers about scheduled spraying, and supporting tenants

At Salus, our commitment goes beyond just providing housing – it's about ensuring that our clients feel supported, safe, and empowered in their homes, today and in the future.

Maintenance Work Order Stats

83

Work orders were generated from preventative maintenance inspections

209

Work orders were initiated from capital inspections



James Levisky, Maintenance, keeping Salus properties clean and safe

“Through teamwork and tenant engagement, we’ve **achieved remarkable results** in working towards pest-free homes for our tenants.”

– Jasmine Acres, Salus Housing Coordinator

Inspection Impact

45% Reduction in pest control costs from the previous year

- Increased tenant knowledge on how to report pests and limit clutter in their homes
- Tenants report that pests are well-controlled in Salus buildings
- Tenants actively engage with supports if they don’t have a case manager
- Less money being spent on pest control due to less interventions

Inspection Insights

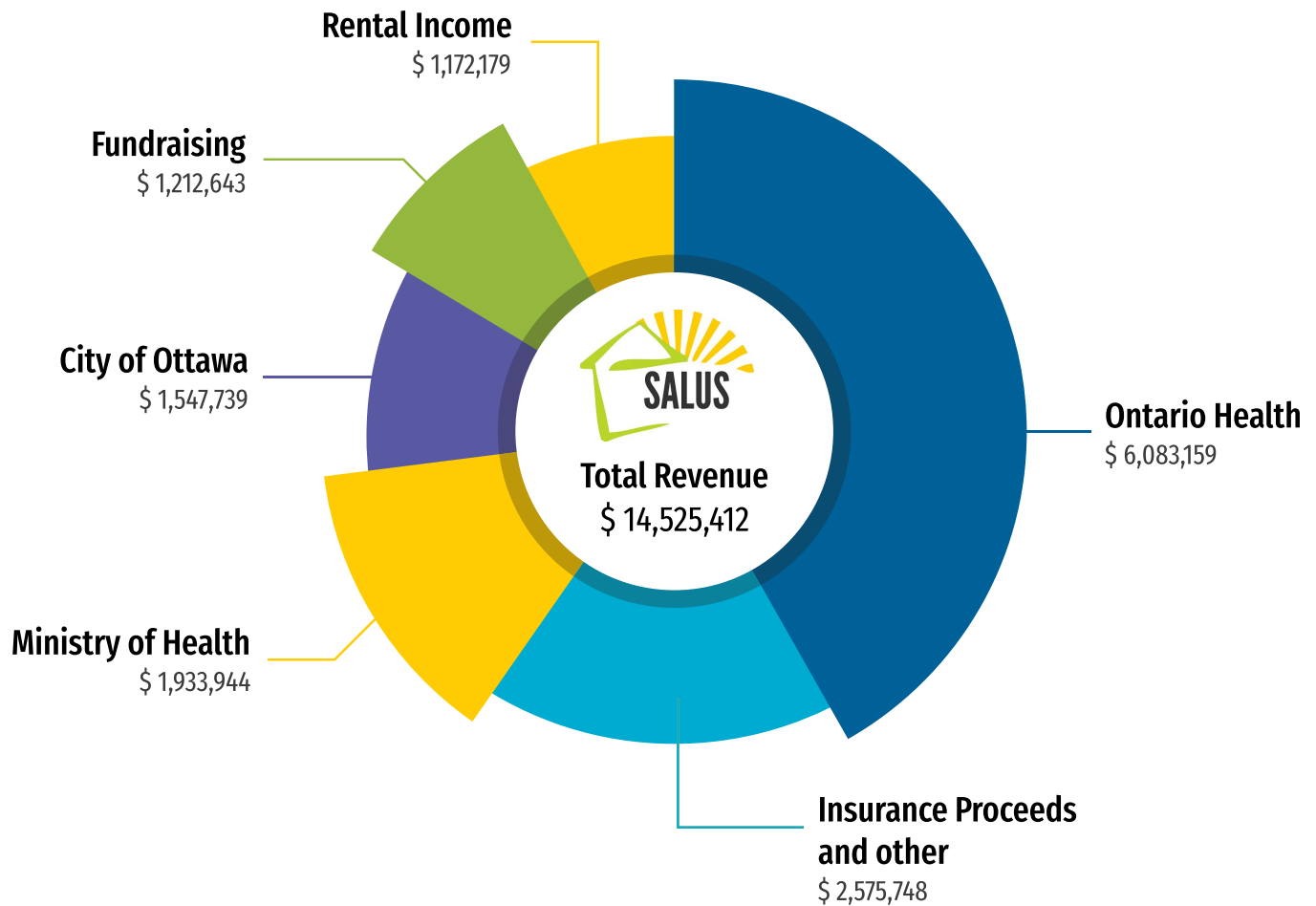
20-25% Of units require clinical support to limit hoarding/ collection of items in their units

119 Tenants need bed bug covers as a preventative measure

18 Tenants were interested in case management referrals

By the Numbers

Here's an Overview of our Revenue in 2023-2024



Funders



Partners, Memberships and Affiliations

Supportive Housing Network of Ottawa

Réseau des services de santé en français de l'Est de l'Ontario



Alliance to End Homelessness Ottawa

ONPHA

ONTARIO NON-PROFIT HOUSING ASSOCIATION



Canadian Mental Health Association
Mental health for all



Psychiatric Survivors of Ottawa

The **Le Royal**

Mental Health - Care & Research
Santé mentale - Soins et recherche



Queensway Carleton Hospital Foundation



Fondation **Montfort** Foundation



Thanks to the care and generosity
of our donors, we've grown and
thrived together as a community,
forging a path of strength
and resilience.



salusottawa.org

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