

2016|2017 Annual Report



Where Hope Finds a Home.
Là où l'avenir trouve un chez-soi.

Letter from Board Chair + ED

2016-2017 was a very big year here at Ottawa Salus!

We opened Karen's Place, which now provides a home for 42 individuals, many of whom had not had a place to call their own in years. We were fêted at a wonderful cocktail party, along with 300 of our supporters, as guests of the French Ambassador and his wife courtesy of some very dedicated community volunteers. A group of lawyers put on a highly entertaining theatre project with Salus as the recipient of their profits.

We made so many new friends, and our clients and tenants are all the better for them!

We were involved in innovative projects to improve our services, which you will read about in this report. We were the grateful subjects of a community 'charrette' to look at new ways of funding the development of housing and services for the city's most vulnerable citizens and reduce our multi-year wait list. We spoke about the innovative and effective manner in which Salus develops housing and provides services to our clients at conferences across the country and in New York City. We were honoured to host over 40 tours of Karen's Place on Clementine Boulevard for individuals, firms, government representatives, politicians and organizations from Ottawa to British Columbia.

This winter our staff began a long and intensive project together to build a logic model for Salus. They started by mapping the services they provide and then moved into developing ways to measure our effectiveness and impact in the community. We look forward to continuing this work in the coming months when it will merge with the work of our Board in developing a new Strategic Plan for the organization. Strategic planning is often viewed with a healthy skepticism – however, the work we have been undertaking has been wonderfully productive and will lead to concrete results for our clients, as their experience of Salus and wellness has been at the heart of our conversations.

We said goodbye to our Finance Manager and welcomed Salus' newest manager to take up that role, as well as a new Program Manager for Intensive Case Management. New Board and Board committee members, all tremendous additions to the governance of Salus, continue to inject new life into the organization.

Though there were many firsts, we also continue to play active leadership roles in many organizations, coalitions and workgroups such as the Ontario Non Profit Housing Association, the Alliance to End Homelessness, the Supportive Housing Workgroup of the Mental Health and Addictions Leadership Advisory Council, the Excellence through Quality Improvement Project and the Ottawa Mental Health Leadership Table.

And most importantly: our staff continue to meet the daily demands of their work, supporting individuals in their Recovery from severe and persistent mental illness. Salus has long benefited from the commitment of individuals who have worked here for decades and those who are brand new. The combination ensures dynamic and positive growth while maintaining our long term culture of caring and dedication to our clients and tenants.

For those of you who have been there for us for so many years, thank you for being the Hope behind the homes and services we provide.

For those of you who have just met us in the last year: Welcome to Salus! We look forward to continuing our work with your support!

Paul Taylor
President of the Board of Directors



Lisa Ker
Executive Director



Case Management

Intensive Case Management at Salus celebrates another successful year of service delivery and goal attainment for its clients as well as staff. In primary health care we are hearing more about “a return to relationship”. Our program success is based first on establishing trusting relationships amongst ourselves and with our clients, then in time with their widening circle of natural and professional supports. Increased quality of life in many varied domains was the result.

This year began with a new clinical manager supporting the Anglophone team. Debra brings a fresh new approach and special skills in addictions. Offering up of her relevant and lively in- house workshops has brought a new energy. This spring all ICM (Intensive Case Managers) in the city met together for a Research and Resources Symposium highlighting new research. This included a presentation of a new Program Evaluation initiative, in cooperation with University of Ottawa. All 42 tenants in the new Karen’s Place on Clementine will be the study participants, with the Case Managers administering client surveys for data collection.



Leisure groups are often a first ‘stepping stone’ in Recovery. For many of our clients the Salus community, is ‘a place to be’ to build confidence. Active participation in social events such as the New Year’s Chili Day, and a well attended Christmas Gift Making Party demonstrate community building.

Of special mention this year are the clients who actively assisted staff with peer leadership!

A Memorial Day which honored past clients had clients of Case Management come to the podium with grace to speak about their past Salus friends. This role of peer role modelling is an ideal facet of most recovery based programs. We see it at its finest here at Salus.

A long lasting internal partnership deserves acknowledgment this year. We work collaboratively with our Recreologists and Community Developers. Their work at generating new ideas always produces new opportunities and encourages new Case Management clients to show up. A variety of health and fitness options, Movie club, Meditation, Enviro group all boast a high attendance from clients of Intensive Case Management.

In addition to the ongoing success of groups, One to One Peer matching was launched. This initiative assists clients in meeting for shared interests. This kind of peer support is a welcome addition and will be explored further in the coming year. The Salus Meet Up climate is one of lunch dates, knitting, bus accompaniment, meeting one another's families and day trips to the market - all healthy community time spent with one another. We are hearing more stories of natural supports meeting needs and

believe this can be tapped further.



Finally, Salus Intensive Case Management staff worked cooperatively with many clients on the important stage of Service Closure. The case managers received coaching in detachment techniques, and guidance in assisting clients in transferring to new supports that may better serve the client needs, adopting a new role of Transitional Case Management to assist with this process. Services are delivered in a compassionate holistic style with expanded circle of care relationships looking forward together to the next year.



Housing

Salus, a supportive landlord.

Landlord as defined by Merriam-Webster Dictionary: the owner of a property (such as land, houses, or apartments) that is leased or rented to another.



While Ottawa Salus is a landlord, by definition, to over 200 individuals, our role as a supportive landlord is often what makes Salus “housing of choice” for individuals living with severe and persistent mental illness. Salus as the landlord uses a Recovery framework to establish and maintain working relationships with tenants to achieve stable tenancies and living environments including but not limited to fire safety, tenant security, and health and safety concerns. Rather than addressing problematic tenancies solely using means afforded to landlords under the Residential Tenancies Act, Salus as a supportive landlord, works with tenants and their individual support service providers to address issues as they arise and help tenants meet their responsibilities. Only when these preventative strategies have failed or the risk to the tenant or others too great, are tenancies terminated. Our low turnover and eviction rate speak to the work of Salus as a supportive landlord.

“it’s nice to have an understanding landlord that offers more than just a place to live.”

A SALUS TENANT

HOUSING

Salus Ottawa Housing Stats

Salus owns and operates fourteen buildings ranging in size from a single family home to a 42 unit apartment building providing quality affordable housing for individuals living with mental illness.

214

Salus-owned housing opportunities

15

Rooms

Communal Living Environment

2

Units

Respite Apartments

19

Beds

Transitional

177

Apartments

1

5 bedroom Single Family Home

Housing Partnerships: 107 affordable housing opportunities

City of Ottawa:

- 12 rent supplements
- 25 housing allowances

Centretown Citizens Ottawa Corporation (CCOC):

- 12 Direct Referral Agreements

Ottawa Community Housing:

- 52 direct referral agreements
- 5 sublease agreements

Coop Voisins:

- 1 sub lease agreement

Karen's Place on Clementine

In October 2016, Ottawa Salus opened the doors of its newest supportive housing community: Karen's Place on Clementine. Forty two tenants moved in over a four month period, settling into their new home, building community and learning about the unique building design. Karen's Place on Clementine was designed and built to the Passive House standard. Passive House is the world's leading standard in energy efficient design and construction practice. It sets extremely ambitious targets in terms of energy performance but also significantly improves indoor air quality and therefore tenant comfort, health, reducing illnesses and improving productivity and wellbeing. Throughout

the construction of Karen's Place, Salus used the greenest materials and energy efficient systems where possible. The building operates on a small amount of heat which is retained within the building through the use of very high levels of insulation, extremely efficient windows and doors and very low air leakage. Tilt and turn high performance windows, interior solar shades, energy efficient appliances, lighting, water saving fixtures, sound attenuation and accessibility features, all work in harmony to promote an affordable comfortable living environment for the occupants for years to come.



Fisher Rehabilitation Program – The Fisher Journey



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. Fisher is staffed by an interdisciplinary team comprised of rehabilitation workers, a Social Worker, an Occupational Therapist, a Psychoeducator, a Recreologist and a Program manager.

The program has 3 phases:

Welcoming phase

(first 2-3 days)

The program participant is asked to sign consent to communicate forms and to provide information about their income source, social networks and supports. Detailed program guidelines are given and introductions to staff and other program participants are made.

Settling-in phase

(1-2 months)

The program participant is introduced to their key worker, with whom they will meet weekly to work on recovery goals. During this phase, the participant and key worker will explore many areas, such as their strengths, interests, learning style as well as their general health and readiness to engage in recovery.

Inquiries will also be made about the participant's life satisfaction level. They will be asked to complete scales that measure self-esteem, self-efficacy and hope. These scales will be filled out

again at move-out along with a quality of life questionnaire, and will help the team evaluate the impact of the Fisher program and to make changes and improvements.

Rolling up your sleeves phase

(2-12 months)

The participant is introduced to recovery plans, the heart of the program and the guide to reaching individual goals. Recovery plans map out the journey of the participant and include areas such as residential, vocational, educational, physical health, mental health and addictions, family/friends, financial/legal, social/leisure, spirituality and sexuality.

Program participants follow a three module program, which provides education and skill teaching, aimed at assisting participants in identifying and reaching their goals. Modules are structured in a way that encourages participants to take on increased levels

of independence and autonomy as they complete them.

Towards the end of Module 2, the participant may choose to stay in one of Salus' teaching apartments for up to two weeks. The apartments are located in our Rosemount building and are reserved primarily for Fisher use. The stay provides the opportunity to practice independent living skills before graduating and may also highlight areas for further development.

Graduation

(9-12 months)

After completing the program, participants receive follow up, one-to-one support from their key worker for up to three months. This service is designed to assist participants as they transition into the community and helps ensure success in their next living environment. Participants are also invited to a Fisher Graduation, where their accomplishments are recognized and celebrated with Salus, family, friends and community partners.

Number of referrals

57

Number of participants

31

Number of graduates 2016-2017

11

The Irene Despard Fund

The Irene Despard Fund was established in 1989 in memory of Irene Despard, one of the founding members of Ottawa Salus. The fund is sustained by Salus fundraising efforts. The purpose of the fund is to support education or leisure

**In 2016–2017, the total number
of grants awarded was 101,
totalling \$18,870.75**

There were 7 grants given for education totalling \$1,077.46 and 94 grants given for leisure pursuits totalling \$17,793.29

Here are some examples of education grants: Digital Music Production Certificate at Algonquin College, Computer Technician Course, Microsoft Office Suite, Registration for Adult High School, Courses at Algonquin College.

And some examples of leisure pursuits granted: Fitness membership, guitar, computer, bicycle, weight watchers, gardening supplies, art classes, pool league, dog grooming course, CBT sessions, camera, yoga, Adobe Photoshop, carving, American Sign Language (ASL) Tutor.

The Salus Running Group is on the move!

An Excellence through Quality Improvement project (E-QIP).

The Salus Running Group was established in May 2012 and boasts a total membership of more than 50 runners. Each year a new crop of runners join the existing core group to train at least two days a week. Runners train for 5K races that are organized throughout the Ottawa area. Most runners have a goal of completing at least one 5K run per season. Some members actually complete numerous 5K runs, and a few have finished 10K or even Half-marathons. Very impressive!

This year the Recreation and Wellness (REC) team submitted a proposal for the Salus Running Group to the Excellence through Quality Improvement Project (E-QIP). This project is a collaborative initiative of Addictions and Mental Health Ontario, CMHA Ontario, and Health Quality Ontario. The aim of E-QIP is to support Ontario's community mental health and addiction service providers to make care better by enhancing a culture of quality improvement.

Salus was selected for a project grant in September 2016. The primary aim of the Running Group project was to increase participation and peer mentorship. The Salus team was guided, through quality improvement education, coaching and support, to design the E-QIP project. The Salus project was unique in Ontario in that it focused on the client experience in its discovery phase.

Number of activities offered per week

9

Monthly Activities and Group Outings

29

Running Group

100%

participants completed a 5K

The team recognized early in the project that, though some anecdotal evidence existed regarding positive benefits and some of the challenges of the running group, more actual data to support this evidence was needed.

To capture the client experience of the running group, the team conducted a focus group, utilizing E-QIP tools and assessments, such as process mapping and experienced-based design. The focus group was open to anyone who had been or was currently a runner at Salus. The goal was to understand the experience of the runners and see if there were ways that the experience could be improved.

The focus group identified some of the benefits and challenges of the running group. Since the goal of the project was to increase participation, the team focused on and highlighted factors that lead to people dropping out of the group. Using tools learned in the E-QIP training, the focus group was guided to come up with change ideas that were intended improve the quality of the services provided and enhance the client experience.

752 Total number of participants for the monthly and group REC activities at Salus for the year:

The Salus EQIP team has implemented a few of the change ideas with the 2017 group with the goal of enhancing the client experience and improving participation. The new group has gotten off to a running start and are preparing for the first race of the season. Stay tuned for an update of this exciting project as it progresses to the next stage!



Community Development and Supports to Social Housing (SSH)

2016 was an exciting year as Supports to Social Housing or SSH expanded to a new Ottawa Community Housing (OCH) building, 125 McLeod. Our team is proud with working together with two community developers, additional OCH staff, Royal Ottawa Psychiatric Outreach Team members and other resources in the area to awaken the community.

In the past year the Community Development and Residential Rehabilitation teams provided services to 215 individual clients. These same staff provided over 3400 hours of group activities.

Ottawa Salus counts 2 rehabilitation workers in the Cooper and Crichton homes, and 9 community developers in 9 resource centres as part of these two groups of very important staff.

There is a significant effort on the part of both programs put towards breaking isolation, developing skills and helping our clients develop their own network of friends and neighbours. Above and beyond these group activities, these teams have completed almost 4000 individual interventions.

Salus offers programs galore to its clientele: mindfulness/meditation groups, discussion groups, therapy dogs, art drop-ins, concurrent disorder help groups and much, much more, actually too many to name here. And all these groups are tailored to each of the buildings where they are held. As an example, in our newest building Karen's Place on Clementine Salus has a cargo bike pilot project starting up. Clients there will be able to borrow a cargo bicycle to run errands, visit their community or even go to appointments, all while enjoying the health benefits. This initiative was launched in partnership with the Healthy Transportation Coalition as well as the Right-Bike program at Causeway. A great way to combine independence with healthy activity!



The Salus' tenant newsletter, The Insider/EntreNous, has now been going strong for 10 years. This is a project that has been faithfully maintained Salus' community developers. The Insider/EntreNous offers news, book reviews, insight articles, activity schedules and more. The authors are a combination of clients, tenants and staff.

It has been a busy year for the community development and residential rehabilitation teams, and they just keep on going, a true testament of their energy and devotion.

Haiku and outings
 Many cool places to see
 In recovery
 Connect to others
 Looking at ourselves, growing
 Finding our own home

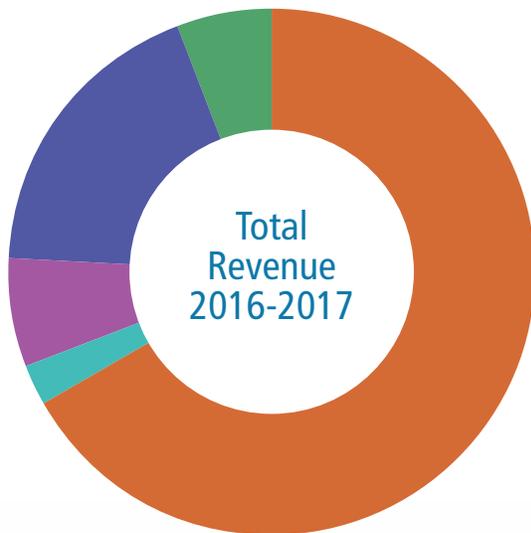


Grove TRHP

Grove's Transitional Rehabilitation program offers a supportive environment to help clients recover and work towards their individualized recovery goals. The road to recovery is an individual path and each client brings to the home different interests and takes from the program different meaning.

This year the group was introduced to haikus (a traditional form of Japanese short poetry). Some of our clients incorporated these into their personal recovery voyage.

Financial Update for 2016-2017



■ LHIN	63%
■ MOHLTC	3%
■ City of Ottawa	11%
■ Rental Income	19%
■ Other Income	4%
Total	100%

Total
 Revenue
 2016-2017