



Where Hope Finds a Home.



**2017-2018
ANNUAL REPORT**

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MESSAGE FROM THE BOARD OF DIRECTORS

Greetings!

It has been another busy year at Salus, particularly on the planning side of our organization. While we have gotten used to poured concrete, the foundations of the next stage of our growth are being created now through our strategic planning process. This year the Board completed a new Strategic Plan for 2018-2021, with input and support from managers and staff. The staff contribution was especially valuable as they had spent considerable time and energy on creating logic models for each of their teams. The managers then rolled up the content into a logic model for Salus as a whole.

We continued to grow our fund development expertise with some great fundraising successes. Our first ever Salus golf tournament, organized by a dedicated group of staff, exceeded all expectations. Our second *Soirée Salus* gala, as guests of the magnificent French Embassy, was a wonderful evening. From a fundraising perspective, it was also a terrific achievement, as we raised over \$110,000.00! We continue to be amazed at the generosity and support of our community.

Ottawa Salus maintains a strong reputation in the mental health community. This year we were chosen by the province for an expansion of programming in forensic mental health, both an honour and a challenge that our staff and management accepted with enthusiasm.

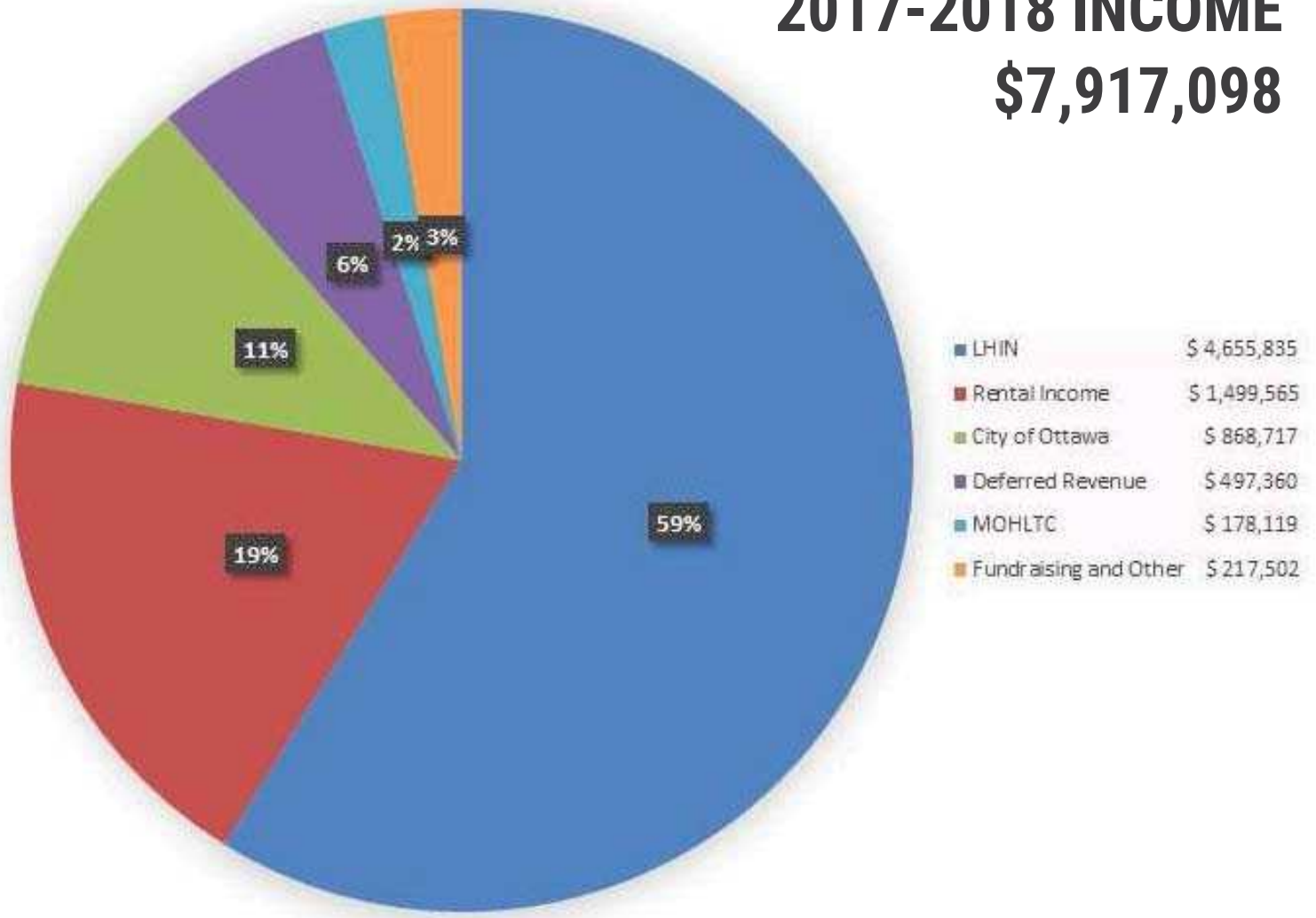
There is continued pressure upon us to do more with less baseline funding, however one of our strengths lies in being prepared with plans and programs for those times when opportunities for one-time funding arise. The dedication of our Board volunteers demonstrates a deep commitment to the organization's vision: supporting individuals with mental illness on their journey to well-being and independence within a community that respects individual abilities, potential, and special needs.

It is a privilege to serve on the Salus Board of Directors, as well as one of our six Board committees. Together we look forward to the year ahead and the challenges and successes it will bring.

Thank you to the staff, managers, and committee members for another wonderful year!

FINANCES

2017-2018 INCOME \$7,917,098



**Salus most gratefully acknowledges
the unwavering support of hundreds of donors.**

We could not do our work without you!

**On behalf of our clients and tenants,
thank you very much.**

IMPACT

"I have received amazing help from the staff and enjoy the community activities they provide at my building"

- Kelly



"Salus has provided me with the personal support that I was in dire need of. Since then I have obtained psychological counseling, volunteer positions and more importantly a place to talk about my issues in safety and acceptance regardless of my moods or dispositions."

Thank you Salus."

"It's been incredible seeing the tenants all come together and we get to learn and grow from our personal journey with mental health"

- Christian

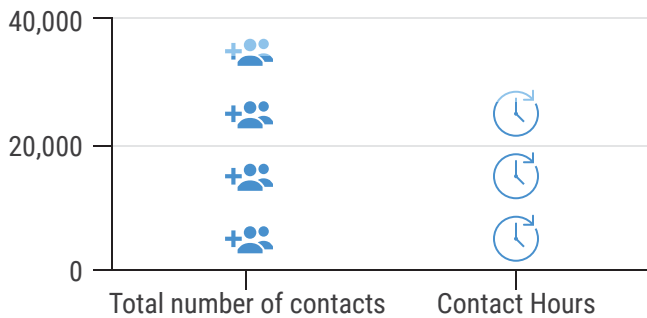
"Salus has provided me with so many new opportunities to expand my personal growth and obtain much needed services to best suit my needs"

- Shirley

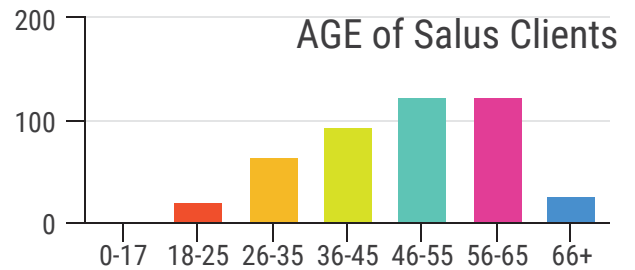
CASE MANAGEMENT

Salus intensive Case Management supports clients from the assessment and establishing relationship phase to active goal planning with a holistic circle of care. The work is made unique by the stories shared and life experiences lived.

Weekly, clients meet with their Case Manager to plan goals and improve their quality of life. This year clients also took on relevant support functions at Salus, such as committee work. They also participated in creating Lunch and Learns. Peer support among clients increased this year as exemplified through support following surgery, visits in hospitals, housekeeping support and even meeting family members of peers. Other peer work included attending fitness classes together, transit training, art classes and playing chess.

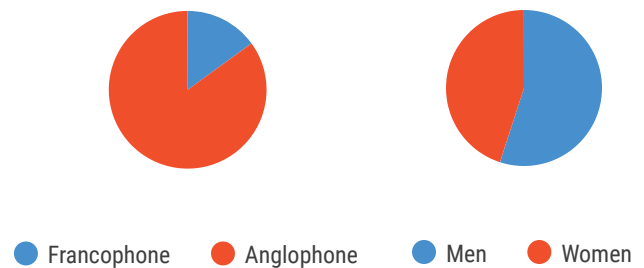


A PowerPoint presentation was developed by Case Managers for use as a teaching tool. Entitled *Elements of Case Management*, the information was shared with Salus Board members who experienced the compassion that fuels Case Managers in their daily work. The teams also continued their valuable relationship with both Ottawa U and Carleton U, supervising social work students during placements.



Community partnerships were kept strong with organizations and new ones were formed as well. Advocating and linking clients to professionals in their circle of care is an important aspect of Case Management. Staying in close contact with clients' families is very important. Much of the work accomplished could not be achieved without family members.

"Case management makes a difference in the quality of my life!" - Salus client



Client demographics

Salus Case Managers thank their clients, their families, the many partners with whom they work for caring about the stories that have made them all proud of Salus. They are committed to sharing new ideas to make new meaningful goals come to life.

"Our clients remain at the centre of everything we do. We are a partner in charting the lives they want" - Salus Case Manager

GROVE

Transitional Rehabilitation Housing Program



Mental Health - Care & Research

“Grove has been giving me guidance, support and a positive direction. I move purposefully forward to a positive future. “

Grove: 10 years later

This year is the ten-year anniversary of the opening of Grove Transitional Rehabilitation Housing Program (TRHP). Ten years ago, two TRHPs were initiated in Ontario, aiming to offer community mental health recovery and supports to the forensic mental health population. Salus was honoured to have been part of this innovative conceptual framework and ten years later we are proud of its success. Over the years, the knowledge that was gained from the Grove TRHP was implemented in the development of additional TRHPs across the province, which now amount to 19 unique programmes.

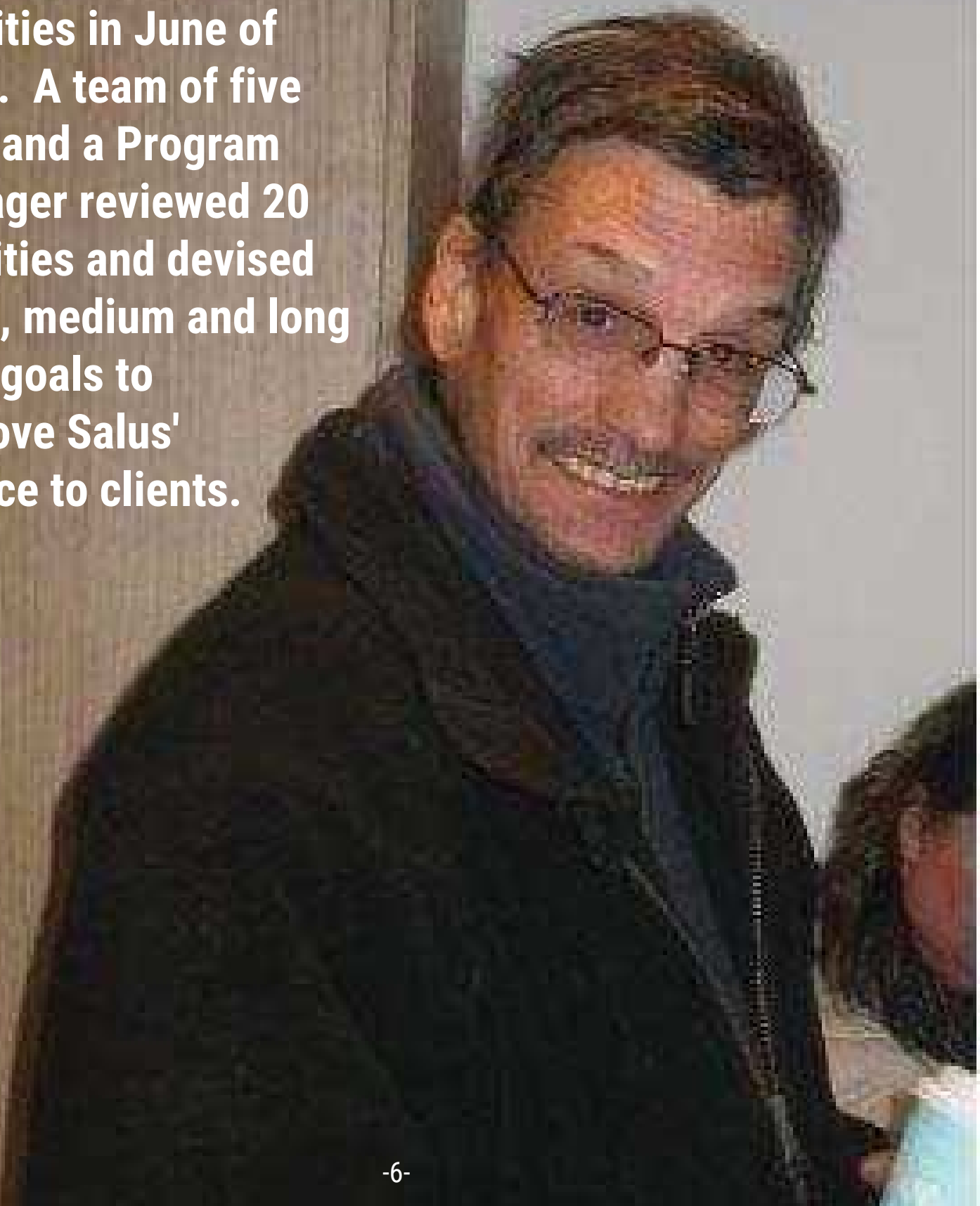
The work at Grove is delicate and intensive. The home operates 24/7 and is staffed by a team of 6 full time staff, 19 part time staff as well as a nurse from the Royal Ottawa Hospital. Over the years, we have supported 56 clients. Many of them have gone on to accomplish wonderful things in their lives and we are proud to have taken part in their journey.



Grove Halloween Party

This is also an opportunity to thank our partners. Such success could only have been accomplished through our strong partnerships with the Royal Ottawa Hospital Care Group and Canadian Mental Health Association Ottawa as well as the vision and support of the Ministry of Health and Long Term Care. Above all we wish to thank the clients that trusted us, worked with us and shared their lives with us.

The Ottawa Salus *Client Satisfaction Action Group* wrapped up their activities in June of 2017. A team of five staff and a Program Manager reviewed 20 priorities and devised short, medium and long term goals to improve Salus' service to clients.



HOUSING

"It's nice to have an understanding landlord that offers more than just a place to live."

- Salus tenant

Ottawa Salus provides affordable housing opportunities for people living with severe and persistent mental illness. But simply having affordable rent and an address does not necessarily make a person a successful tenant. Recovering and living with mental illness is complex. Challenges, needs and goals are different based on the individual and their unique circumstances. Ottawa Salus understands this and offers a variety of affordable housing options with varying levels of support tailored to the individual needs of our tenants.

Some of the strategies Salus uses are; repayment plans, behavioural contracts, unit inspections, education sessions on common housing issues, tenant meetings, feedback forms and surveys, proactive pest control treatment measures, and much more. As a supportive landlord Salus also provides individualized support and crisis intervention as well as mediation between tenants when issues arise. With the use of a recovery framework and a proactive approach as a supportive landlord, Salus has a low eviction rate and is able to foster secure, and supportive environments that feel like "home" to our tenants.

Salus uses a recovery based model with a proactive approach to stabilizing tenancies and communities. This involves a collective effort from the tenant, their individual support worker, onsite staff (Community Development & Maintenance services) and the landlord. As a supportive landlord, Salus strives for early identification of individuals struggling to meet their tenancy obligations, so that issues may be resolved before a tenant is in jeopardy of losing their housing. Issues that can destabilize a tenancy include but are not limited to rental arrears and damage, health and fire safety, pest control, and building security. These issues are often compounded by addictions and/or a decline in a person's mental or physical health. Where possible, a supportive landlord will seek to address these issues and provide support to stabilize tenancies using strategies outside the measures available to landlords under the *Residential Tenancies Act*, which often result in loss of housing.



Salus' Housing Coordinators Aidan Fritz and Rory Stever represent Salus in its role as a supportive landlord.

SUPPORTS IN SOCIAL HOUSING

A Partnership with Ottawa Community Housing

Working in OCH communities, the SSH Case Managers assist clients with many issues, mainly focusing on homelessness prevention, mental health and addictions. Many of our clients who live in these big buildings struggle with social isolation. There is consensus among professionals about the detrimental effects of loneliness and social isolation on an individual's physical and mental health. As such, much of the work is focused on breaking down walls of shame, stigma and seclusion. There are many ways this goal can be achieved.

One example from this year was the Thanksgiving meal. The Case managers, together with the support of the Community Developers in the building, had decided to bring people together for a meal. All SSH clients, as well as those on the wait list for services, received a food basket that allowed them to cook a complete Thanksgiving meal (from turkey to rolls) for themselves and their loved ones. Clients' feedback was positive and many of them were able to connect with their families, neighbours and friends.



TO SALUS

TO WHOMEVER OR ALL CONCERNED,
I WANTED TO THANK YOU FOR
THE THANKSGIVING BASKET. IT WAS
VERY TIMELY. MY CHEQUE HASN'T COME
YET THIS MONTH AND I HAVE MISSED THE
FOOD BANK SO FAR. (ALL MY OWN FAULT)
I BASICALLY HAD THREE PACKETS OF
PASTA IN THE CUPBOARDS WITH NO SAUCE,
THAT TURKEY MADE OUTTE A FEW ~~MEALS~~
MEALS, STILL ONE LEFT, THEN SOUP. I
DID SHARE SOME WITH MY NEIGHBOUR
[REDACTED]

I AM GRATEFUL FOR SALUS,
FOR THE TWO PATRICKS, AND FOR THE
TURKEY.

YOURS SINCERELY
[REDACTED]

1100 LE PAGE [REDACTED]



"Being able to volunteer with the Community Development groups has made me feel like I have purpose again and I can help others feel better" - Pamela

Group activities are tailored to the needs and wants of each building's membership. There is a great range of activities: mindfulness, dog therapy, ecological awareness, festivities, the list goes on. We know that community integration is key to anyone's well-being. Salus believes in helping its clients connect with the communities inside and outside its buildings. When people find a sense of purpose, a sense of belonging, they learn a great deal about their strengths. They realize they have a wealth of experience that can also in turn help the community.

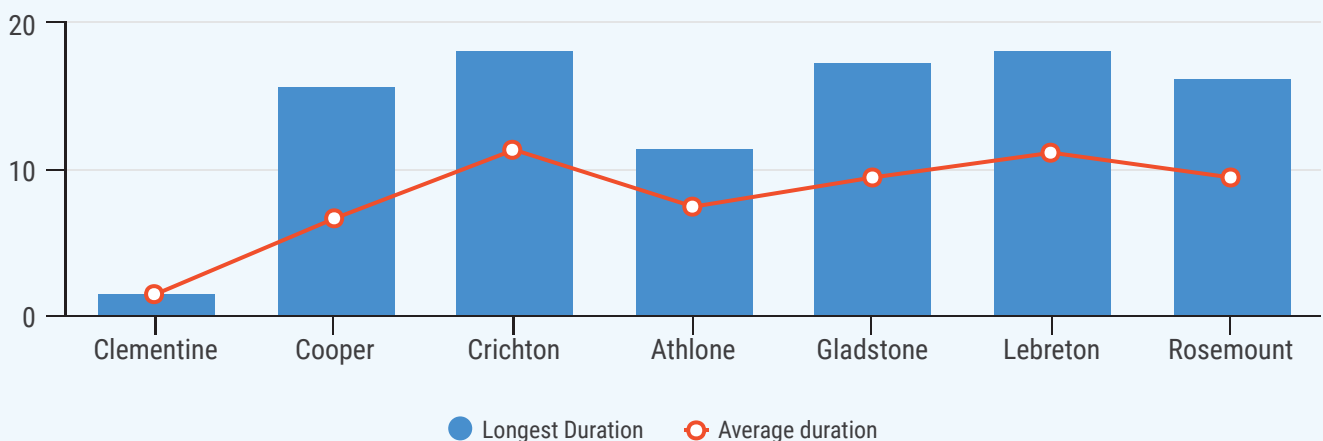
SHARED Living & Community Development

Shared Living and Community Development are two of Salus' services that aim to provide on-site support in some of our building communities. The main goal of this on-site support is to help people with their recovery from homelessness, mental illness and other challenges like addiction. Salus prides itself on the services offered to help maintain our clients' tenancies.

Supporting people's tenancies is more than just providing housing. A number of supports and services have to be in place to achieve this. By far, the most popular service is individual support tailored to each of our clients. This support ranges from contacting ODSP to crisis intervention, and anything in between.

33% Supported tenancies have lasted more than 10 years

This says a lot about Salus' success in maintaining tenancies with people experiencing numerous challenges that can affect housing stability.



PROGRAM EVALUATION

Karen's Place

This year Salus collaborated with the Centre for Research on Educational and Community Services of the University of Ottawa to complete a program evaluation of the newest housing program at Karen's Place on Clementine. We are proud to share their housing program evaluation highlights.

Our Goal:

The evaluation was completed to understand how the program is running and the experiences of tenants who live at Karen's Place

What we Heard:

- There was consensus among key informants that the program was largely implemented as intended
- The goal to stably house and support 42 people with mental illness was well understood and remained the primary objective of the program
- The target population received housing and support via the program, though there were differences in perceptions of the complexity of tenants' support needs between Ottawa Salus and community partners
- Current program partnerships are different than originally proposed, with only CMHA being a current partner of the program

Tenant Outcomes: Year 1

- A total of 87.9% of tenants remained housed after 12 months.
- Tenants' community functioning as rated by case managers was stable across 12 months.
- Self-reported quality of life was stable across 12 months.
- Approximately 1 in 5 tenants have problems with alcohol use and drug use.
- Tenants expressed a high level of satisfaction with the level of choice and control that they have over their housing and treatment.
- Tenants view the quality of the housing at Karen's Place to be good.
- A large majority of tenants feel a sense of belonging in the program and are familiar with others tenants in the building.
- No differences were found between participants who were referred directly from the shelter and those who were previously housed elsewhere.

Kerman, N., Sylvestre, J., & Aubry, T. (2018). Evaluation of the implementation and tenant outcomes of Ottawa Salus' clementine supportive housing program. Ottawa, Ontario, Canada: Centre for Research on Educational and Community Services.



RECREATION & WELLNESS

The Salus Recreation team provides opportunities for recreation and leisure activities to Salus clients and tenants. The team works within a recovery framework where people with lived experience strive to gain and retain hope, understand their abilities and disabilities, engage in active life activities, increase personal autonomy, social identity, meaning and purpose in life, and gain and retain a positive sense of self. Each client's recovery journey is unique and self-directed and is supported by professional and natural supports in the person's life.



Along with regularly scheduled recreation and wellness activities, the running group participated in a number of 5K and 10K races again this year, such as Strides for Change in October, where six members completed the race. There is a goal for one member of the group to complete a full marathon this year, which is a huge accomplishment for the individual runner as well as the running program.

The recreation and wellness events presented this year included a spectacular Canada 150 outing to Mosaica at Jacques Cartier Park in August, ice sculptures at Winterlude, the Butterflies in Flight exhibit and the Canadian Museum of Nature, and Alight at Night at Upper Canada Village. For this evening, participants attended a spectacle of close to one million lights adorning the heritage buildings, trees and fences, creating a one-of-a-kind magical backdrop for its annual festival - a true winter wonderland. Clients who may not otherwise have been able to access these events due to financial transportation or wellness issues, were able to participate.

Each of these events provided an opportunity for participants to engage in activities that contributed to their recovery and were elements of their journeys towards personal autonomy and independence.



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 Journey

Settling in - Getting to know the participant



Paper work

During the first days following move-in, participants will complete documentation including confidential consent forms and information on income sources, social networks and supports.



Key worker

A key worker will be assigned and will plan to meet the participant once a week. The participant's strengths, interests and learning styles are discussed as well as the state of the participant's health and their readiness to engage in recovery.



Painting a portrait

Assessments will be conducted to discover the participant's life satisfaction, self-esteem, self-efficacy and level of hope. A copy of results will be given to the participant upon graduation.

Rolling up the sleeves



Setting recovery goals

Once settled into the program, the participant begins work on their recovery plan. They will work with their key worker to identify goals in the following domains: residential, vocational, educational, physical health, mental health and addictions, family/friends, finance/legal, social/leisure, spirituality and sexuality. The program groups provided will address all life domains and serve as a launching pad for the work ahead. Individual follow up is done in weekly PSR meetings with key workers.



Teaching apartment

Towards the end, the participant will be invited to consider completing a teaching apartment stay. This is a one or two week stay in a Salus studio apartment, which provides the participant with the opportunity to practice various independent living skills prior to graduating from the program and to decide whether independent living is for them.

Graduation



Follow up

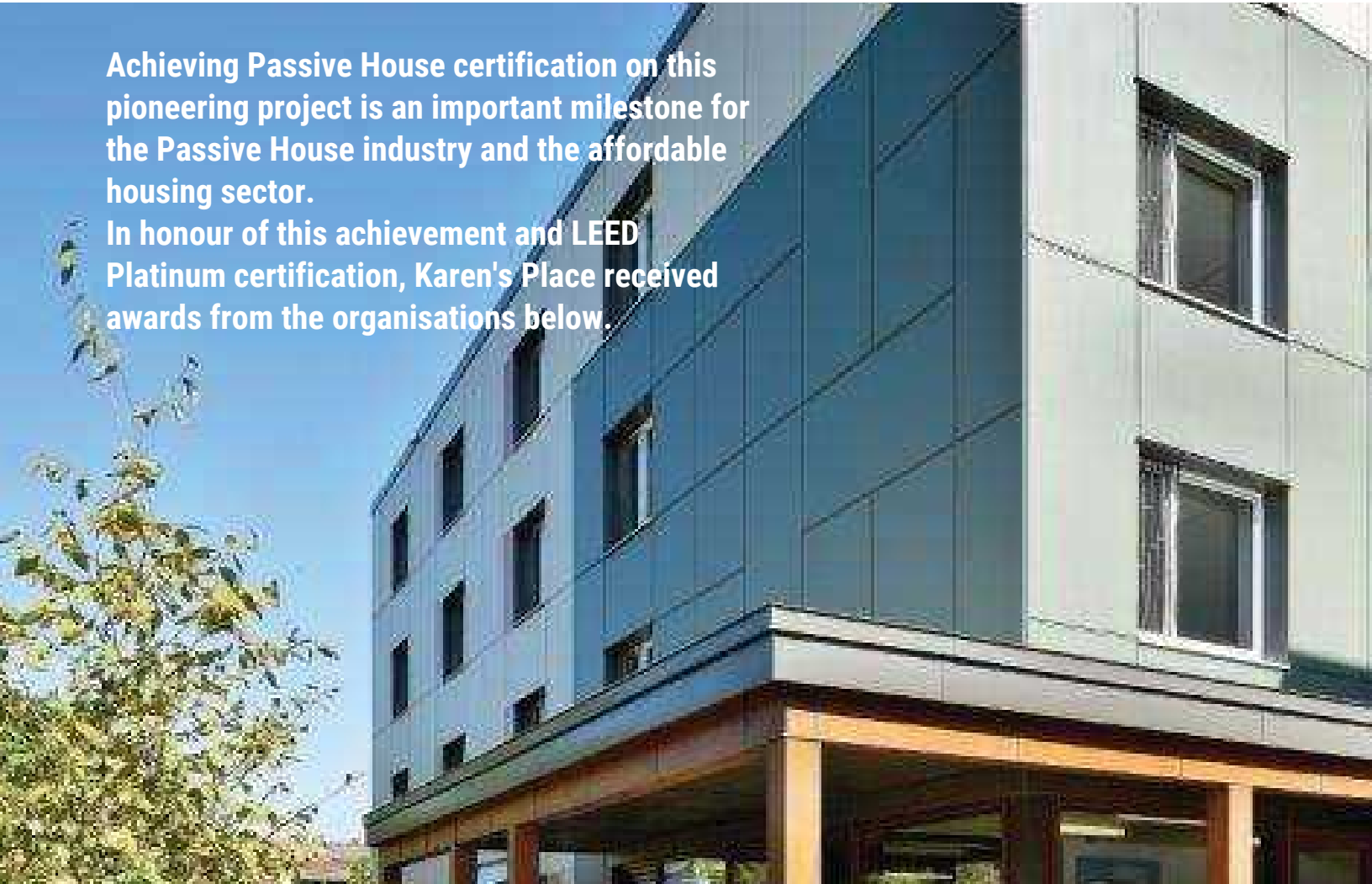
Once the participant has completed the program, graduated and moved out of Fisher, they may receive case management or other professional support in the community. Follow up support from the Fisher Key worker continues for approximately three months, to help solidify goals and for a successful transition to the next living environment. This allows for coordination between Fisher and professional supports in the community.

RECOGNITION

Salus' latest supportive housing new development project, Karen's Place, achieved LEED Platinum certification in 2017. Karen's Place is also the first Passive House certified multi residential affordable housing project in North America, the first in the world in a cold climate and using steel frame construction.

Achieving Passive House certification on this pioneering project is an important milestone for the Passive House industry and the affordable housing sector.

In honour of this achievement and LEED Platinum certification, Karen's Place received awards from the organisations below.



**Community
Project 2017**



**2017 Inspiring
Home Awards:
Ottawa Chapter &
National Award**



**Sustainability
Award 2017**

