



ANNUAL REPORT

2019-2020

WHERE HOPE FINDS A HOME

Providing community mental health supports and housing for over 40 years

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MESSAGE FROM THE CHAIR

In June 2019, I had the privilege of becoming the Chair of Ottawa Salus. On behalf of the Board of Directors and management team, I am pleased to share the 2019-20 Annual Report highlighting the achievements of the Corporation. It has been a productive year full of accomplishments.

The Salus management team and dedicated staff, led by Executive Director Lisa Ker, have advanced a number of important initiatives in the delivery of community mental health support services within the City of Ottawa. The key successes described in this report speak to their important work this past year towards the advancement of Salus' strategic goals:

- Foster and promote our supportive and inclusive culture, reflective of our core values.
- Seek new opportunities to promote well-being.
- Contribute to resolving unmet needs.
- Offer programs and services of the highest calibre.

In addition to offering our deepest appreciation for the outstanding efforts of our staff, I want to offer a heartfelt thank you to our Board of Directors and committee members, both existing and retiring, for their governance and stewardship of the organization. A special thank you to Paul Taylor and Dwayne Wright for their leadership. Paul stepped down as Board Chair on June 25, 2019, and continues to serve as Past Chair. Dwayne stepped down from the Board on June 26, 2019, after serving on countless Salus committees and as Board Chair from 2009 to 2016.

We close out our reporting year at March 31, 2020, in the midst of the first wave of the COVID-19 pandemic. As a provider of essential services, Salus remains committed to the well-being of our clients and staff, and to meeting the needs of our community and stakeholders. To learn more about Salus, our work, activities, impact and COVID-related service adjustments, I invite you to explore Salus' website at www.salusottawa.org.



Camille Therriault-Power



BOARD OF DIRECTORS

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ABOUT SALUS

Ottawa Salus established a 3 year Strategic Plan in 2018. Its overarching Vision was confirmed through the organization's Mission and Values statements and four strategic goals were established to guide the work of the organization through to 2021. The 2019-20 Annual Report represents the 2nd public progress report of the 3 year plan.

VISION

Salus supports individuals with mental illness on their journey to well-being and independence within a community that respects individual abilities, potential, and special needs.

MISSION

We create opportunities for adults with mental illness to live in the community by providing housing and support services.

VALUES



Respect

We create a culture of inclusion based on trust, openness and dignity for all.



Quality

We strive for excellence in all that we do.



Collaboration

We work with others in cooperation and partnership, always looking for better ways to serve our clients.



Integrity

We work with uncompromising fairness and honesty.



Compassion

Our common purpose to serve and support brings meaning to our work.

COMMUNITY IMPACT

Over the last 40 years, Ottawa Salus has grown into one of the City's largest organizations mandated to provide community support services and supportive housing exclusively to individuals living with severe and persistent mental illness, many of whom were previously homeless or at high risk of homelessness.

Many Salus clients struggle with compounding issues such as addictions, developmental disabilities, acquired brain injury, physical disabilities, poverty, and/or history of criminal behaviour. In response to these challenges, Salus has successfully developed expertise in concurrent disorders, dual diagnosis, forensic and psychosocial rehabilitation.

The stabilizing effect of Salus' mental health service offerings, in combination with affordable supportive housing, significantly reduces the high cost to the public associated with street involvement, institutional care, incarceration and long-term shelter stays.



**# OF CLIENTS
SUPPORTED
IN 2019/2020**

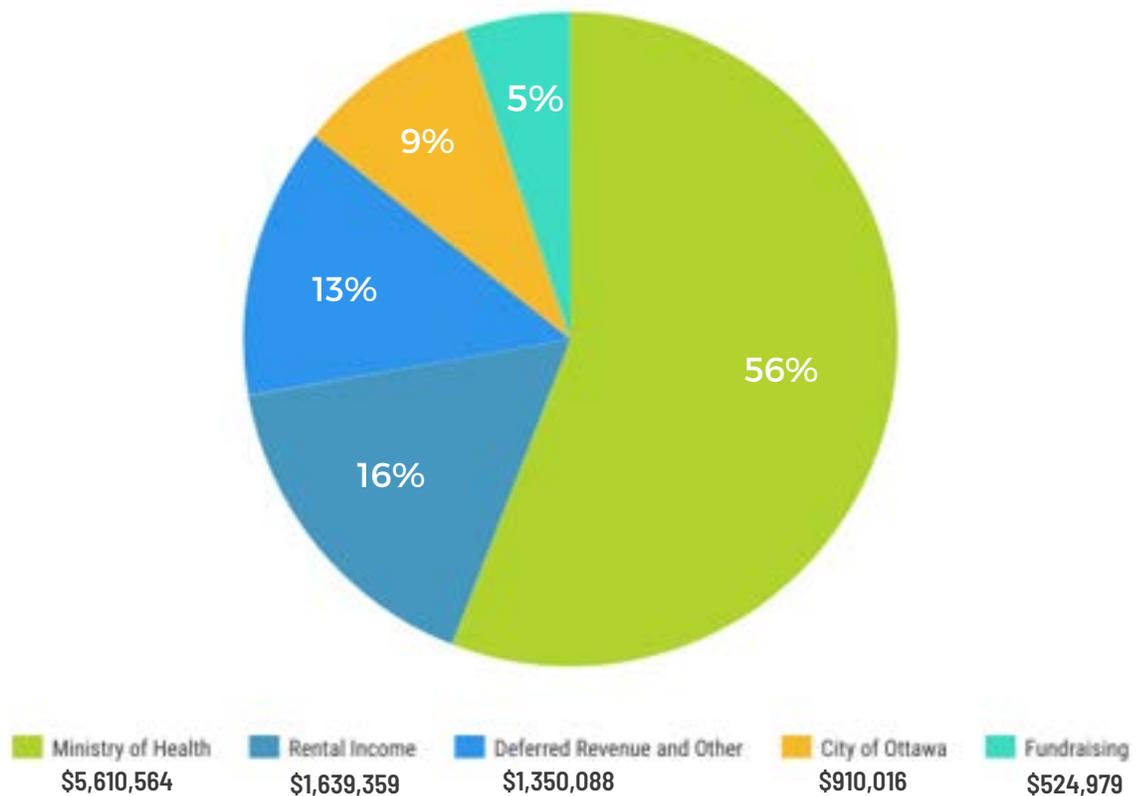
600+



FINANCES

Ottawa Salus Corporation receives the majority of its funding from the Ministry of Health and the City of Ottawa. For the year ending March 31, 2020, the total funding received was \$6,520,580. Rental income of \$1,639,359, fundraising income of \$524,979 and other miscellaneous income of \$1,350,088 contributed to a total revenue of \$10,035,006 for Salus.

Once the recording of the programming and maintenance expenses was completed, a surplus of \$922,246 was achieved. The vast majority of this surplus was attributed to the sale of a property on Flora Street. Salus undertook \$400,614 of major renovations throughout the year, expenses offset by \$150,662 of planned replacement reserve contributions and one-time funding grants. Leaving Salus' replacement reserve funds at March 31, 2020 with a combined balance of \$833,270. Regular replacement reserve contributions are made as a requirement of our operating agreements and are critical for ensuring our ability to complete major repairs to the buildings in the future.





SALUS' 2019 DIVEST TO INVEST STRATEGY

Over the last number of years, Salus has continued to pursue the expansion of available affordable housing units in order to meet the considerable demand for accommodation and support services for those in the Ottawa community living with mental illness. Salus has developed highly successful projects, established social housing partnerships, and negotiated rent supplement agreements in order to support its strategic objectives. A prime example would be its most recent Karen's Place project, which has won a number of awards and continues to receive recognition for its energy-efficient passive house design which has resulted in substantially lower environmental impacts and operating cost savings. At the same time, Salus continues to seek out ways to utilize its existing assets to the maximum extent possible in order to further its service objectives.

In 2019, Salus identified a unique and timely opportunity to leverage one of its properties by using the proceeds from its sale towards the acquisition of a larger, newer building, thereby maximizing the use of Salus' equity to better serve its clientele.

The Flora project was built in the early 1900's and had served the needs of Salus' clients for almost 20 years. With rising capital needs, limited remaining service life and development potential, favourable market conditions, and natural tenant turnover opportunities, made the property attractive for disposal. The proceeds from the sale of the Flora project were used to purchase a three storey walk-up on Churchill Avenue, built in 1995. Salus took possession of the new project on May 31, 2019, and immediately made a number of lifecycle capital improvements, resulting in energy savings and an enhanced living environment for its residents. The project also provides an opportunity for internal coordination of rent supplements for eligible tenants, an increasingly important option given the tight rental market and barriers to housing faced by many Salus clients.

OUR SUPPORTERS

Donations and the philanthropic support of our community is critically important to Salus' ability to address service gaps and the unmet needs of our clients. Thank you to the 393 donors who gave a one-time or monthly gift this year. A gift to Salus is a gift to individuals in need of critical mental health supports and affordable housing.

Salus was also fortunate to benefit from the generosity of a number of caring supporters, who in addition to raising funds also helped raise mental health awareness.



SOIRÉE SALUS RAISED \$165,000

The generous support of Ambassador of France and event host, Karen Rispal, lead to the success of this exclusive event in support of Salus. With Master of Ceremonies Harley Finkelstein, and special guests including former Prime Minister Joe Clark and his wife Maureen McTeer, Sharon Johnston, Ambassador of Germany Sabine Sparwasser and Honoured Patron Shirley Greenberg, it was an evening to remember.

CRABTREE FOUNDATION DONATED \$21,000

The support of the Crabtree Foundation helped fund Salus' Concurrent Disorders program. Through a formal service agreement with Rideauwood Addiction and Family Services, this program teams an addiction specialist with Salus case managers to support clients in their addiction recovery goals.

EXPLORING MENTAL HEALTH AND STIGMA RAISED \$5,500

On January 29, **Bell Let's Talk Day**, community members Brenda Pichette and Patty Freel organized **Exploring Mental Health and Stigma**, a fundraising and awareness event in support of Ottawa Salus and the Royal Ottawa Health Care Group. Distinguished speakers and authors included Sharon Johnston, Susan Doherty, psychologist Dr. Nicola Wright, and Jason Finucan.



REAL ESTATE SECTOR SUPPORT: \$5,000

The Realtors Care Foundation and the Ottawa Real Estate Board, championed by Realtor Scott Arial, provided funding for much-needed living room furnishings for two Salus shared living environments, home to 15 individuals.



DONATIONS TO SALUS IN 2019-2020:

INDIVIDUAL GIVING, ESTATES, AND TRUSTS

\$370,887

FOUNDATIONS OR CORPORATIONS:

\$154,092

Thank you for your generous support!



COMMUNITY OUTREACH

Salus, through its partnership with the Westboro BIA, participated in important profile-raising community events like **Fuse Festival** and **Wickedly Westboro**.

Salus was also honoured to be chosen as the charitable beneficiary of City Councillor, Catherine McKenney's annual constituent holiday gathering as well as for Ottawa **Porchfest 2019**.

HOUSING

Salus recognizes that for individuals recovering from mental illness “one size does not fit all” in terms of housing needs. The different types of housing models delivered by Salus include:

Transitional Housing

Short-term intensive **transitional rehabilitation housing program** for people who are leaving hospital and require a high level of rehabilitation support to develop skills and link to supports required to live a satisfying life in the community.

Supportive Housing

Typically connotes a situation where supports are linked to a specific building or community and staff provide **on-site support services** to all who live there.

Supported Housing

Involves **individual support services** which are portable and not connected to the housing site.

Operating multiple housing models, in a variety of settings, enables Salus to offer a flexible range of affordable housing opportunities with support services to clients depending on their particular situation and support needs.

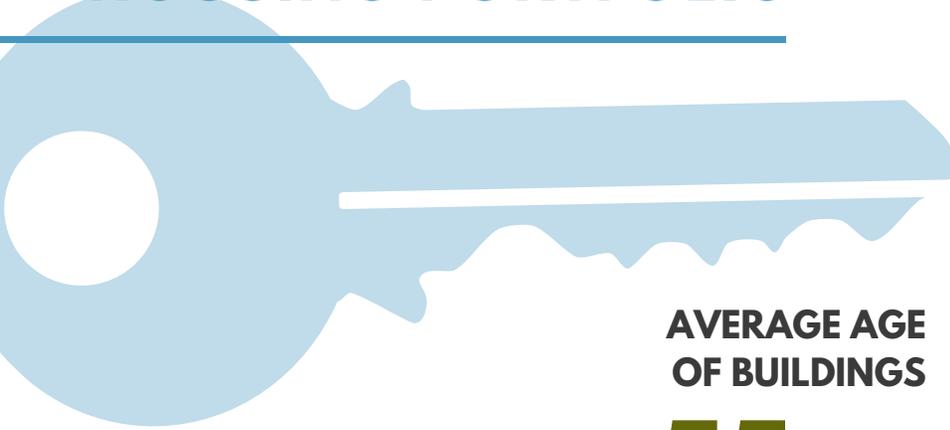
Ottawa Salus owned and operated homes are located in the neighbourhoods of Bells Corners, Billings Bridge, Carlington, Centretown, Hintonburg, Old Ottawa South, New Edinburgh and Westboro. Formalized partnerships with private landlords, social housing providers such as Ottawa Community Housing Corporation and Centretown Citizens Ottawa Corporation, and negotiated agreements with the Ministry of Health Long-Term Care and the City of Ottawa for rent subsidies play a critical role in ensuring integrated affordable housing opportunities for Salus clients in the broader Ottawa community.

**AFFORDABLE HOUSING
OPPORTUNITIES**

368



HOUSING PORTFOLIO



AVERAGE AGE
OF BUILDINGS

55yrs

SALUS OWNED
OPERATED
BUILDINGS

14

MOST RECENT
NEW DEVELOPMENT

2016

PORTFOLIO
VALUE

30+
million

MOST RECENT
ACQUISITION

2019



2019/20
CAPITAL EXPENSES

\$400,614

OF TENANT MAINTENANCE
REQUESTS

1,437



TRANSITIONAL REHABILITATION HOUSING PROGRAMS

Fisher (TRHP)

The Fisher Transitional Rehabilitation Housing Program (TRHP) provides a supportive living environment that promotes mental health recovery through rehabilitation activities, peer support and wellness plans tailored to individual needs. Fisher program participants enter the program by referral from Ottawa hospitals, through longstanding partnerships and collaboration that aims to transition clients from hospital to community living environments.

While enrolled in the program, Fisher participants work to achieve individual goals through participation in groups and individual support activities. Most people identify independent living as a recovery goal. The Fisher staff team works with participants to help them achieve the housing of their choice that also matches their level of independent living skills and abilities.

Eleven program participants graduated from the program in the 2019-20 fiscal year. Of these people, most were able to realize their housing of choice. Four clients transitioned to independent Salus units with on-site Community Development and Salus Case Management or community support from an Assertive Community Treatment team. Three people moved into Salus Shared Living environments with on-site supports in the program and additional supports in the community. These transitions to Salus housing were facilitated collaboratively, with every facet of the agency taking a part, from housing and finance/administration to case management and community development. Three people transitioned to independent living in the community and one person returned to their former living environment.

Many of the clients who graduated this fiscal year are thriving in their new living environments as they continue on their paths to recovery in mental health.

“This program transformed me from total dependence, due to my illness, to total independence, within one year. If I was told this transformation would happen to me, I would have thought “it’s IMPOSSIBLE!” It covered all life’s aspects. The staff was respectful, encouraging, supportive, and had the best interest of the clients in their hearts.”

Fisher graduate, 2021



Grove (TRHP)

The Grove Transitional Rehabilitation Housing Program (TRHP) is a partnership between Salus, the Royal Ottawa Health Care Group and the Canadian Mental Health Association Ottawa.

The partnership was established in 2007 with a goal of easing the community transitions for clients in the forensic mental health system exiting hospital. This recovery-oriented program focuses on developing independent living skills, coping strategies and insight around one's own mental health. In addition to the four beds within the 24 hour staffed residence, the Grove TRHP includes a remote service component. Four program participants are housed in scattered satellite apartments with Salus administered; Ministry of Health rent supplements for affordability.

2019/20 Grove THRP service enhancements include the creation of the Grove Alumni Group - a peer facilitated group aimed at building informal social support, connection and a sense of belonging for Grove graduates.

of Program
Participants **8**

"Spending time at Grove, the staff were always supportive. Any questions or problems that came up when I was going through, they were able to support me and help me work things out. Grove was very accommodating with supporting me while I finished school. They allowed me to transition to my own place once I finished my term and felt ready to search for a place. When it came time to move to my own apartment, I had a lot of assistance from staff. The transition to my own place was very stress free and it went smoothly. Now that I'm in my own apartment, the Alumni Group is great. It gives us a sense of community."

- Zakary



of Program
Graduates **5**

ON-SITE SUPPORT SERVICES

COMMUNITY DEVELOPMENT

Community developers support tenants' individual recovery, help ensure successful tenancies in individual settings and foster healthy community integration.

What do community developers do?



On-site individual support which aims to:

- encourage independent living
- help tenants maintain a successful tenancy
- ensure a person's well-being
- resolve issues in short order.



Group programming of scheduled activities around a common theme:

Isolation has been identified as one of the greatest difficulties for our tenants striving to live independently. Group programming is wide ranging with a goal of breaking social isolation. Examples:

- provide community information
- discuss current issues
- teach cooking and nutrition
- provide a veterinarian outreach clinic



Community linking and brokering:

- collect and disperse information about resources in the community, which vary from the institutional to smaller, local services.
- Organize group information sessions from representatives of these community agencies or services.



of Community Development contacts

4,649

SHARED LIVING SERVICES

Shared Living rehabilitation workers support tenants' individual recovery, help ensure successful tenancies in a group setting and foster healthy community integration.

What do rehabilitation workers do?



On-site individual support which aims to:

- help tenants maintain a successful tenancy.
- ensure a person's well-being using psychosocial rehabilitation for individual as well as interpersonal relationships.
- resolve issues in short order, whether individual or group living related.



Education around a common theme.

Again here, psychosocial rehabilitation is key in teaching and informing tenants about such topics. Examples:

- provide community information.
- discuss current issues.
- teach how to negotiate between one another.
- teach cooking and nutrition.



Community linking and brokering

- collect and disperse information about resources in the community, which vary from institutional to smaller, local services.
- organize activities to help tenants integrate into the community.

Contrary to most Salus employees, and contrary to most frontline employees in the field of mental health and addictions, rehabilitation workers at Cooper and Crichton work their whole days within their clients' home.

15

Shared Living Capacity

INDIVIDUAL SUPPORT SERVICES

CASE MANAGEMENT

In 2019/20, Salus supported 359 individuals through the delivery of five different case management programs.

These programs are distinguished primarily by client intake source and client language preference.

CASE MANAGEMENT (CM PROGRAM)	2019/20 STAFFING	INTAKE SOURCE AND SPECIFICITY
Anglophone CM Program *Service capacity in ASL (American Sign Language)	11	Centralized intake by the Mental Health Community Support Services of Ottawa
Francophone CM Program *Service capacity in Spanish and LSQ (Langue des signes québécoise)	4	The majority of clients are housed outside of Salus in the broader community.
Shelters to Homes Program *Service capacity in ASL	3	Clients experiencing homelessness; referred by Ottawa area shelters. 100% of clients are housed within Salus
Support to Social Housing Program	3	100% Ottawa Community Housing Corporation (OCHC) referrals. Clients are tenants of four (4) OCHC buildings.
Forensic Supportive Housing Program	3+	Clients are graduates of the Transitional Rehabilitation Housing Programs in Ottawa. Clients require long-term intensive support and are housed in the community with access to a rent supplement

OF CASE MANAGEMENT CLIENT CONTACTS

17,222

The core work of case management is the same across each program. The main three (3) objectives are:

Support
individual
recovery

Support
housing
stability

Support clients
to become
engaged in their
communities

Case managers provide individualized, flexible and client directed support to individuals living with severe and persistent mental illness. Case managers focus on the client's strengths, interests, and abilities, helping them build a foundation for taking ownership of their own recovery process. Service offerings address all life domains and include, but are not limited to, collaborative service planning, advocacy, skills teaching, supportive counselling, and community referrals. Recovery means many things for different people but usually involves a process of change whereby individuals work to improve their own health and wellness to live a meaningful life in a community of their choice.

ELIGIBILITY CRITERIA FOR CASE MANAGEMENT SERVICES:

- ✓ Severe and persistent mental illness
- ✓ Goals to work towards recovery
- ✓ Willingness to work collaboratively with supports



RECREATION PROGRAM

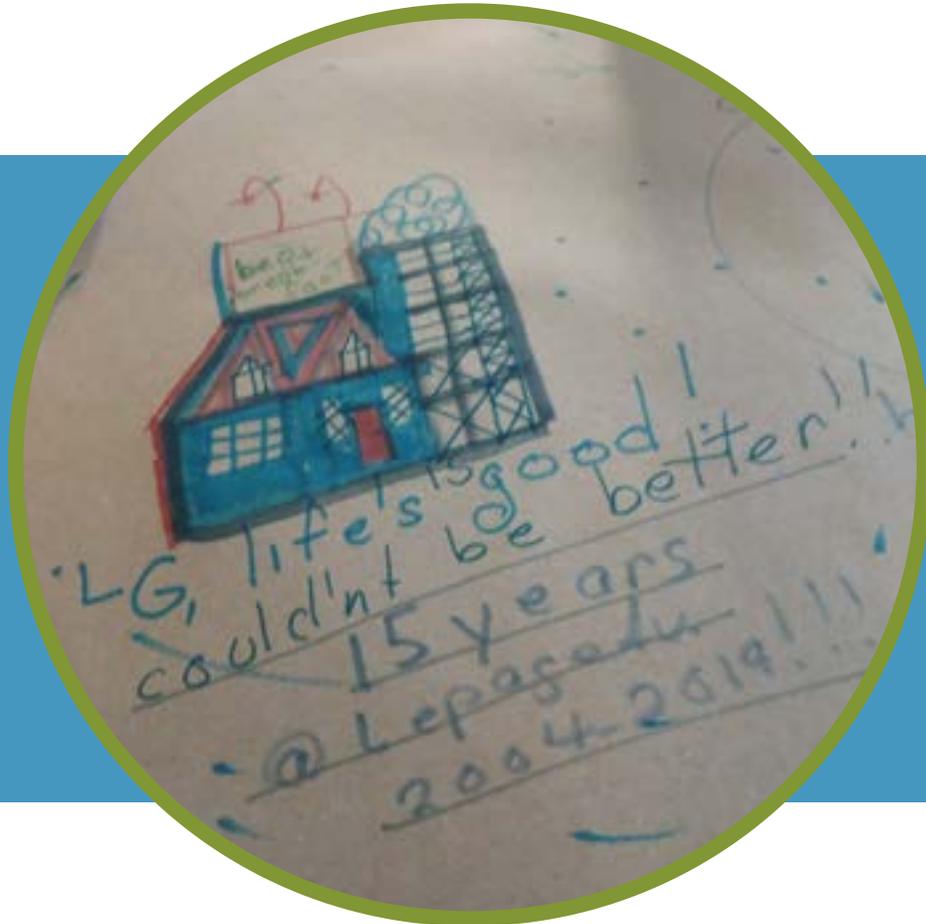
The Salus Recreation Program offers recreation and leisure activities to clients and tenants. The program is aimed at enhancing client and tenant experience in the community. The goals of the recreation program are to increase physical and mental health and encourage social interaction and skill-building, all in a supportive environment. The participants are a diverse group of people, many of whom would otherwise not have access to these activities.

The Salus Running Group has been offered by the Recreation Program since 2012. Dozens of runners have participated in the program over the years. In 2019/20 there were five dedicated runners in the group, practicing twice a week and supported by Salus REC staff. Two of the team members even ran through the winter! The team completed three 5km races: the **Redemption Run**, the **Centennial 5K**, and the **Great Big Cookie Run**. A great way to increase physical fitness!

It was a great year for the Recreation Program, lead by Denis Savard and Julie McBrien, two long term staff members with a combined length of service at Salus of over 66 years!

Other REC activities this year fall into two categories, creative and social groups and Salus group outings. Creative groups such as the **Creative Cafe** live music events and **Women in Friendship** craft and knitting groups encourage clients to try new activities and hobbies, socialize with others and gain new skills. Group outings such as the **Ganonoque Boat Cruise**, the Salus picnic and the **Alight at Night** holiday event provided opportunities for clients and tenants to travel to events outside of Ottawa, interact with others and have fun! Up to 30 clients and tenants participated in these groups and outings, with over 150 people celebrating the holiday season at the Salus Holiday Party.





OTTAWA SALUS

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