



**ISLAND COMMUNITY  
MENTAL HEALTH**



**ANNUAL  
REPORT  
2019 - 2020**



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## Mission Statement

**To help individuals experiencing mental health challenges by promoting individual recovery through evidence-based programs, housing, community partnerships, and client and family involvement.**

## Vision Statement

**To be a leader in the delivery of psychosocial rehabilitation services, helping individuals experiencing mental health and substance use issues achieve personal recovery in an inclusive society.**

## Our Values

**Hopeful – Respectful – Collaborative – Accountable**



## Executive Director and Presidents' Message

On behalf of the Board of Directors and the Leadership team, we are pleased to report that 2019-2020 has been another exciting and successful year at Island Community Mental Health. We have continued to be presented with challenges and opportunities that further enhance our program development and delivery and ended the year in a very strong position both from a programming and financial perspective.

It has been an eventful year with our ongoing initiative to further embed psychosocial recovery principles into program development and delivery. We have continued to educate staff in all programs with best practices and new therapies and have strongly encouraged collaboration between programs. This approach has been of great benefit to our clients and staff as we all work together to create positive outcomes.

The landscape changed dramatically when COVID-19 was declared a pandemic but our staff quickly rose to the challenge of finding new and innovative ways to maintain communication with our clients and to deliver quality programming. We will continue to build on the techniques we have learned to ensure our clients get the best care that we can deliver, and at the same time ensure that the mental and physical health and safety of all those involved remains in focus.

The Nigel Valley Development also continues to evolve. This year has seen challenges and delays around approvals and design but all of the partners remain steadfast in their commitment to make the project a success. We will face new challenges in the coming years with assisting our tenants and clients through the realities of the on-site activity. However, our Housing Recovery Coaches will assist them through their personal struggles and help them to continue on a path to achieving their goals.

Our current and future success is only possible as a result of the commitment of all of our dedicated staff. We would like to thank each and every one of them for going above and beyond and we look forward to what the next year will bring.

Angela Treverton  
Acting Executive Director

Robert Clark  
President



## Our Team

Serving over 1000 clients each year requires a skilled and dedicated team. These individuals bring a wide variety of experience and education to Island Community Mental Health, and while they differ in their backgrounds, they all share a dedication to improving the quality of life for those experiencing mental illness. ICMH has a staff complement of 88 individuals who provide direct service, support, and administration for all our programs.

## Our Board

**Robert Clark** – President

**Tony Rushworth** – Vice President

**Gary Leibel** – Treasurer

**Nima Rohani** – Secretary

**Patricia Summers** – Past President

**Eileen Goudy** – Member at Large

**Timothy Schauerte** – Member at Large

## Our Administrative Team

**Kim Duffus** – Executive Director

**Angela Treverton** – Acting Executive Director and Director of Finance & Administration

**Amanda Jones** – Director of Human Resources

**Paula Furtado** – Director of Housing

**Candice Peterson** – Director of Licensed Care

**Adam Brooker** – Bookkeeper

**Benjamin Meek** – Human Resource Administrator

**Caitlin Croft** – Administrative Assistant



## Director of Housing

The Housing Department consists of 3 main areas:

- Operations & Maintenance
- Housing Support
- Planning & Development

ICMHs Housing Department continued to go through changes in the 2019-2020 year. With Lee Melynk, the previous Director of Housing, Planning and Development moving in another direction for her career, Grant Enns (Facilities Manager) and I filled in the gaps. I was honored to be offered the position of Director of Housing in April 2020.

In the last year we were also faced with a lot of movement within our buildings due to tenants moving on to other cities, purchasing their first home, passing away, being over housed in their unit, and the list goes on. This gave us an opportunity to update some units that hadn't been done in some time, 15 years in one of the units at Edith Gunning Court.

One of our success stories this year happened when a client, after transferring from Greenridge Place and being in the program for just 1 ½ years, was deemed ready to graduate. He moved out of town to be closer to his family, found a job, and is now living independently. This is a goal for all our clients and it is nice to see evidence that our program makes a positive difference in people's lives.

We ended our fiscal year with the COVID-19 pandemic. Our coaches were faced with finding different ways to continue to communicate with their clients during this difficult time. Through phone calls, texts, emails, and Facetime we were able to keep the connection with the clients, which they appreciated. I often joke that when we get back to normal, whatever that will mean going forward, I believe the clients will miss their weekly calls.

Although COVID-19 has changed everyone's lives, I believe it made everyone take time to reflect on what is important. I look forward to seeing how ICMH can continue to make a difference and be proud of what we do.

Paula Furtado  
Director of Housing

## Director of Human Resources

Human Resources has had an exciting year at Island Community Mental Health. In June 2019 we expanded our department adding a full-time Human Resource Administrator. With this new role, HR has been able to focus on a number of major areas - enhancing our Recruitment, Selection, and Orientation through consistent, objective and transparent processes; developing an effective Attendance Management Program to manage and support employee's absences; creating an in-house curriculum that provides additional Training & Development to ICMH Licensed Care employees; streamlining our Scheduling Operations of unionized staff with introducing a new software product that helps ICMH manage Overtime and Labour Costs; while continuing to administer all other areas of HR within a unionized workplace and considering organizational policies and procedures, the collective agreement, current legislation, and case law.

RECRUITMENT		RETENTION	
<b>Current Vacancy:</b> Positions being actively recruited at the end of the reporting period for all departments	4	<b>Turnover:</b> Employees who left the organization, either voluntarily or involuntarily  ***Employer modified the employment status of non-working employees	45
<b>Internal Hires</b> (All Departments):	39	<b>90 Day Turnover Rate:</b> The number of new employees leaving the organization within 90 days of starting their employment.	3
<b>External Hires</b> (All Departments):	39	<b>First Year Resignation:</b> The number of new employees leaving the organization within the first year of starting their employment.	7

TRAINING & DEVELOPMENT (Licensed Care)	
<b>Training &amp; Development Hours</b>	1419
<b>Training &amp; Development Hours per FTE</b>	77.88

## HOURS OF WORK: ATTENDANCE MANAGEMENT AND OVERTIME COSTS

<b>Total Hours:</b> Number of working hours performed by regular employees in all departments	94,798.60	
<b>Absenteeism Hours:</b> Sick and Special Leave hours taken by employees in all departments	3735.67	Absenteeism Hours Percentage (all departments) = 3.94%
<b>Absenteeism Hours:</b> Sick and Special Leave hours taken by employees in Licensed Care	1684.40	Absenteeism Hours Percentage (Licensed Care) = 1.78%
<b>Absenteeism Hours:</b> Sick and Special Leave hours taken by employees in Administration, Grow, Networks, Bridge & Seniors, and Housing departments	2051.27	Absenteeism Hours Percentage (Administration, Grow, Networks, Bridge & Seniors, and Housing departments) = 2.16%
<b>Overtime Hours:</b> Hours worked by employees in Licensed Care	1244	1.31%


## LABOUR RELATIONS

<b>Union Percentage:</b> Percentage of employees belonging to a Union	87.09%
<b>HEU:</b> Mental Health Workers, Activity Workers, Cooks, Laundry Cleaners, Recovery Coaches, Employment and Education Coaches, Maintenance Workers ***members can belong to multiple unions	57
<b>BCGEU:</b> Mental Health Workers ***members can belong to multiple unions	27
<b>BCNU:</b> Licensed Practical Nurses	7

## WORKFORCE

<b>Active Employees</b>	88
<b>Percentage of Regular Employees</b> (also enrolled in our Benefit Plan)	63.10%
<b>Percentage of Casual Employees</b>	36.90%





YEARS OF SERVICE ***All departments	
0-5	56
6-10	14
11-15	4
16-20	2
21-25	3
26-30	2
31+	3

### Labour Adjustment Planning

One major area of change this past year was in February 2020 when ICMH introduced a new model of care in Licensed Care. This new model was developed using a Psychosocial Recovery Model. This change took effect in June of 2020 and affected operations in such a way that would allow staff to provide recovery oriented practice through evidenced-based programs. To meet client care needs ICMH shifted away from a Mental Health Worker 1 (MHW1) model to a Mental Health Worker 2 (MHW2) model.

Due to the nature of the shift, notice of Section 54 of the Labour Relations Code was sent to our affiliated unions in 2019/2020, prompting without prejudice and without precedent Section 54 Labour Adjustment Planning discussions. In the end, the parties agreed to move to eliminate MHW1 positions and create MHW2 positions in a manner that provided the least disruption to existing employees in their current role of MHW1s.

Through this transition, ICMH provided casual employees an opportunity to secure employment by creating an additional 5.79 FTEs. Moreover, during the planning period, ICMH offered, employer-paid, in-house training to those employees being impacted by this change and enable them to transition to MHW2s.

We are excited to monitor the outcomes of this change in 2020/2021, developing learning plans along the way, while continuing to enrich the quality of life for our clients with this new model of care.



## **Occupational Health & Safety**

During unprecedented times of COVID-19, ICMH continues to demonstrate a commitment to developing initiatives that promote safe and healthy work environments for both staff and clients. The ongoing events of COVID-19 are monitored regularly and ICMH heavily relies on relevant information, recommendations and directions of the BC Provincial Health Officer, BC Centre for Disease Control (BCCDC) and Island Health, while administering the collective agreements to ensure the utmost safety of our staff.

Amanda Jones  
Director of Human Resources



## Director of Finance

Financial support for a non-profit/charitable organization comes in many forms. Whether the support is monetary, time, or items, they are all necessary in running an agency of this size. We would like to acknowledge all those who have contributed to our organization and have made it a great support for participants and staff.

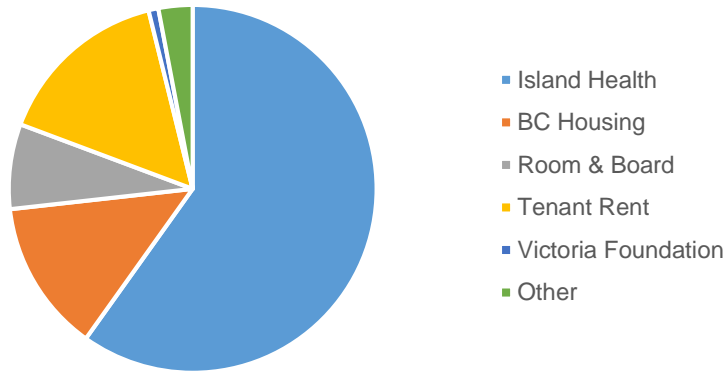
This year we started improvements at two of our Licensed Care facilities, Greenridge Place and Eagle Rock Heights. With the hard work of YYJ Contracting we were able to make necessary changes to the sites to increase the quality of our buildings, and in turn, the quality of living for the residents. The esthetic work is not yet complete but we can see our vision turning into a reality.

We also had monetary donations that were put to good use. For the third year in a row \$1000 was donated from the Times Colonist Literacy Fund to the Joan Dumka Bursary Fund. Because of this, and other donations, we were able to award \$2700 in bursaries to 18 clients to aid in their continued education. We also received almost \$5,000 in the form of smaller donations from various individuals. We would like to thank each and every one of them for taking the time to consider us in their generosity. Again this year continued support came through the District of Saanich, City of Victoria, and Township of Esquimalt in the form of property tax exemptions. These exemptions allow us to put more money into client care.

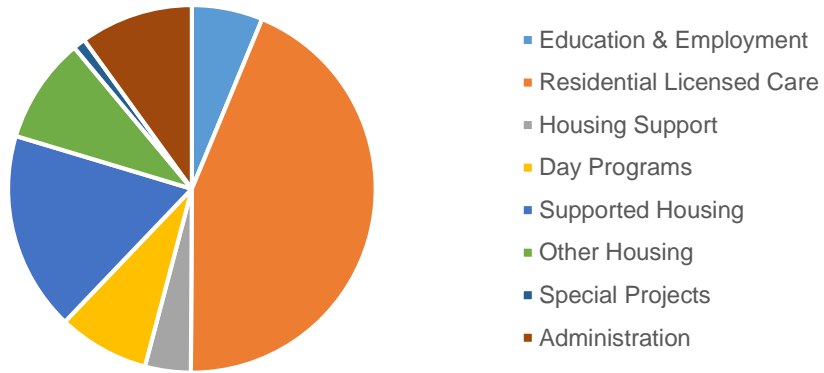
At the end of the fiscal year an external audit was performed by Grant Thornton LLP. It was a success with no material misstatements noted. Thank you to everyone for your continued dedication in ensuring our agency can keep doing what it does best.

Angela Treverton  
Director of Finance & Administration

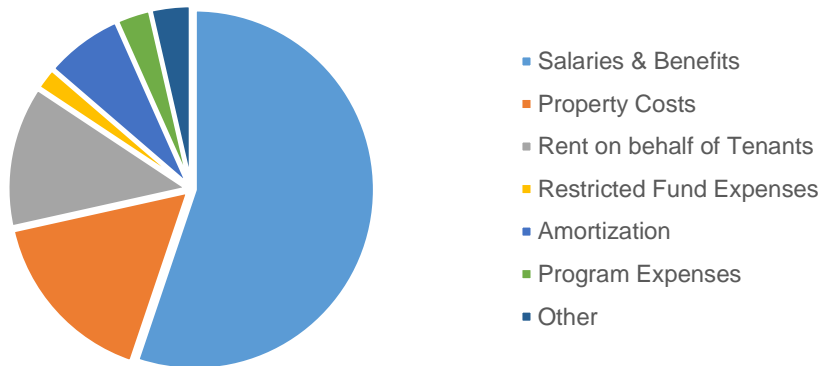
### Revenue by Funding Source



### Expenses by Program



### Expenses by Category



## Program Reports

### Grow >> Meaning, Purpose, Independence...

Grow is a Psychosocial Recovery service designed to support individuals to thrive in communities where they live, work, volunteer and go to school. Group based programming and 1:1 coaching is designed to help individuals develop skills and access resources needed to increase their capacity to be successful and satisfied in the community.

#### **Transition, Growth, and Collaboration**

This past year has been one of endings and new beginnings. Long term staff have moved on to new challenges and stages of life; while leadership and current staff have breathed fresh life and ideas into a well-renowned, decade's old program. Ensuring a common vision, bringing on enthusiast, out-going staff and training them well have been major focuses.

Communicating to participants that success in Grow eventually means no longer needing Grow has been a delicate and gentle message to be shared. The message of instilling meaning, purpose and eventual independence within the community at large is one more aligned with our organizational values, PSR domains, and contractual agreements with our partners. For the participants it means empowering them to reach their goals and increasing their overall quality of life.

In order to better serve our participants our major focus has been deepening our pre-existing relationships and exploring new relationships with the abundant community resources in the Victoria area. To this end, we now have a more clear understanding of how Grow can help individuals and more quickly identify community partners who can act as auxiliary, on-going, or future supports.

#### **Collaboration between ICMH Programs**

Our training opportunities with Motivational Interviewing, Dialectic Behavioral Therapy, and Cognitive Behavioral Therapy saw participation from Housing, Licensed Care, Bridge/Seniors, Networks and Grow staff. As well, 8 separate Lunch n' Learn sessions were hosted by the Grow team to encourage training between programs and to strengthen community partnerships.

Grow and Networks also paid special attention in providing unique programming to our young adult residents at Greenridge Place and Eagle Rock Heights. These collaborations created more inter-dependency between all programs and lead to a dramatic increase in ICMH program referrals to Grow.

## **Enhancing and Creating Community Partnerships**

In an effort to help “bridge the gap” towards community integration for our Grow participants Community Partnerships have been continued, improved, and newly created.

This year marks the 5<sup>th</sup> year Grow has collaborated with Power To Be as well as the 5<sup>th</sup> year we have teamed up with the Island Health’s Mental Wellness Day Program in the Rec Connect initiative. Volunteer Victoria and Camosun College’s on-site high school upgrading programs also stand out as long-term partnerships which continue to empower our participants.

New Partnerships include building relationships with the newly opened Connections Place International Clubhouse. Connections Place has become a “new home” for many of our longest serving Grow participants.

ICMHs collaboration with 7 other community organizations (Canadian Mental Health Association, B.C. Division; Connections Place; Cool Aid Society REES Program, Family Voices for Mental Wellness; Island Health, Mental Health and Substance Use; Mental Health Recovery Partners and the Umbrella Society) over the past 6 years with the Social Gathering Place is nearly coming to fruition as well. A site has been chosen and many Grow participants have signed up to be part of a committee of persons with lived experience (PWLE).

## **Newly Established Groups**

**Assertiveness, Boundaries & Compassionate Communication (A,B,C’s of Communication)**  
Due to restructuring of their organization, this year marked the ending of a long standing group offered by Dialogue & Resolution Services called Communicating Through Conflict. In response Grow created its own communications training course which resulted in great attendance and learning.

**Board Game Café** – An exciting extension to our long held and well attended Brain Teasers group. Grow has taken participants to this new, exciting local business to play games in the community.

**Pottery**- This group has been one of the biggest surprises of the year and has quickly become sought after. The transformational process of creating a physical piece of art has brought many participants tears of healing and of joy. The wrap-up of the group helps to “bridge the gap” by taking place at Saanich Recreation’s Art Studio. Many exciting possibilities are being created in this new community partnership with Saanich Rec.

James Kerr  
Program Manager



## NetWorks >> Supported Education & Employment

Our evidence-based Supported Education & Employment program is an Individual Placement and Support Model (IPS). Supportive education services assist clients to achieve their desired educational goals within integrated college and university environments. Supportive employment services assist clients to find and maintain competitive jobs within integrated work environments.

### **Meaningful Statistics, Strong Leadership, well-trained Veteran Staff**

A major focus in 2019/2020 was to make our statistics more meaningful. Not only to our Federal and Provincial stakeholders but our Networks Coaches and participants as well. I am pleased to say we have achieved these goals thanks to lots of help from in-house Excel whiz Adam Booker. Thanks Adam!

In 2019 I took over as Program Manager for both the Grow and Networks programs. Also, in early 2020 Andrew Fryer was promoted to Networks Team Lead.

Due to positive staff retention — all staff having between 1+ to 4.5+ year experience at ICMH — we are able to introduce higher levels of training to better and more deeply serve our participants. This year staff completed training in: Motivational Interviewing Training (3 days), Dialectical Behavior Therapy, and Cognitive Behavioral Training. These therapy modalities serve as the gold-standard for Psycho-Social Rehabilitation.

### **Networks Employment**

This year Networks Employment team received 135 referrals of which 102 became clients.

Our Employment coaches (3) assisted these participants towards over 250 job applications, 165 interviews, culminating in our 98 job starts!

We have also intentionally strengthened our relationships with funders, referral sources, family members, community agencies and employers.



### **Networks Education**

This year Networks Education team received 109 referrals of which 95 became clients.

Our Education coaches (2) assisted these clients in registering for 109 courses and accessing approximately \$98,000 in educational grants and bursaries.

Robust collaborations continue with University of Victoria, Camosun College and Q College. Our in-house Camosun high-school upgrading program continue to be filled to capacity in the September and January semesters.

Special attention has been given to Networks Education this year due to the one-of-a-kind services it offers, not only locally and provincially but as it may be the only such program in Canada.

James Kerr  
Program Manager

## Seniors' Support Network

The Seniors' Support Network (SSN) provides services for adults aged 65+ who experience mental health concerns and live alone or with support in the community. The program focus is to decrease isolation through creating social connections, to encourage peer support, and to promote healthy and active lifestyles.

The SSN consists of two groups which meet every Wednesday morning and afternoon. Both groups continue to be at capacity with a maximum number of 12 participants in each group. There is also a waiting list, which shows the need for programs such as this. The clients in both groups have developed friendships with each other, and are encouraged to call and meet one another in the community throughout the week. In addition to the Wednesday meetings, about half of the clients in the morning group meet for coffee every Saturday morning at Guidos Caffe on their own. Many close bonds have been made among these seniors.

Programming for SSN includes a range of physical, mental, social, and community engagement activities. These include yoga/qi-gong, travel presentations by an archaeologist from UVIC, music bingo, karaoke, community outings, brain games, board games, and peer teaching. The peer teaching has included various art projects taught by clients who are artists and/or teachers. We have also had guest speakers on educational and wellness topics such as CBT techniques and Emotional Freedom Technique.

Melanie Funk  
Program Coordinator

*"This is the highlight of my week. I  
always feel better after I come here." –  
SSN Client*

## **BRIDGE Centre >> Building Respect, Inspiring Dreams, Gaining Energy**

The Bridge Centre is an activity-based program designed for adults living with a mental illness and cognitive challenges. It runs Tuesdays, Thursdays, and Fridays from 9:00am to 2:00pm. The program provides opportunities for the development of social skills, achievement of goals, and engagement in the community.

The clients in the Bridge Centre enjoy a variety of outings each month. They regularly attend music and dance gatherings, where they meet new people, dance, sing, and play instruments. They also continue to volunteer at the Mustard Seed twice a month, where they have the chance to give back to their community. We would like to expand their volunteer experiences and are looking into other programs such as 'Soap for Hope'. We are also planning to become involved with the 'Power to Be' program, which would provide further opportunities for safe outdoor adventures.

The Bridge Centre continues to run at full capacity. Programming includes exercise (walks, dance, and yoga), creative art projects, volunteering, community outings, gardening, karaoke, music bingo, singing, and games of all sorts. Clients are encouraged to suggest new ideas for programming each month.

Melanie Funk  
Program Manager

## Greenridge Place and Eagle Rock Heights

Greenridge Place and Eagle Rock Heights is a 16 resident licensed care facility assisting young adults with mental illnesses. The program employs a team of 12 staff consisting of mental health workers, a Licensed Practical Nurse, and a Director of Licensed Care. The goal of this program is to assist and encourage residents to develop skills that will enable them to transition and live full, rich lives independently in the community. The quality care provided includes:

- Medication administration
- Healthy meals
- Resident participation in menu planning, meal preparation, and cleanup
- Reminders with Activities of Daily Living skills
- Encouragement to attend programs, school, and seek employment

Currently, at Greenridge Place and Eagle Rock Heights some residents attend ICMH programs, attend school, and carry part-time jobs. We also have residents working with the bridging program in order to find more independent living situations.

Our staff are continually offered education and training including:

- Violence Prevention
- Goal-Setting
- Naloxone Administration
- Foodsafe
- Suicide Prevention and Management
- Medication Administration

As well as being a licensed program, Greenridge Place and Eagle Rock Heights continue their ongoing work in providing best practices in psychosocial rehabilitation programming to better serve the residents.

Candice Peterson  
Director of Licensed Care

## McCauley Lodge / Bridging

McCauley Lodge is a 30 resident licensed care facility assisting adults with mental health challenges. The lodge employs a 30+ member multidisciplinary team which includes Licensed Practical Nurses, mental health workers, cooking staff, cleaning staff, and a Director of Licensed Care. The quality care provided includes:

- Medication administration
- Healthy meals
- Assistance and reminders with Activities of Daily Living skills
- Wellness groups chosen with resident input
- Tai Chi/Chi Gong, Meditation, SAIL exercises to promote mobility and Falls Prevention workshops, Music Group, daily afternoon activities
- Recreation activities
- Bingo nights
- Movie and game nights
- Ping pong
- Gardening groups
- Arts and crafts

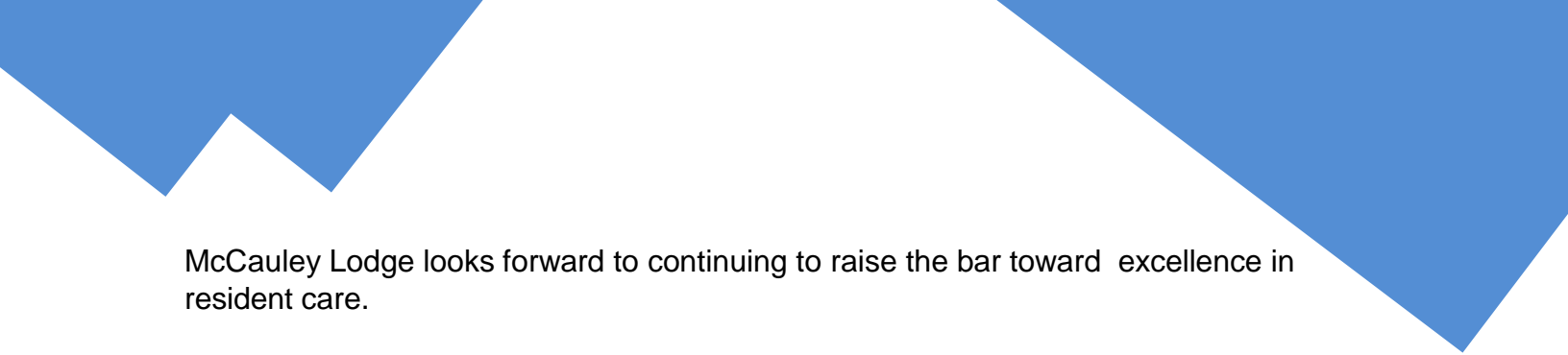
Many lodge residents attend programs offered by ICMH or other organizations in the community. Currently 1/3 of the residents attend programming or receive services from the following community resources:

- BRIDGE Center
- Friends of Music
- PG&T companion service
- Public library

To enhance client care services at McCauley Lodge:

- We have LPN coverage 7 days a week from 0700-1500
- We are continuing staff training including, but not limited to:
  - Violence Prevention
  - Introduction to Psychosocial Rehabilitation
  - Goal-Setting
  - Naloxone Administration
  - Foodsafe
  - Falls Prevention
  - Hand Hygiene
  - ASIST





McCauley Lodge looks forward to continuing to raise the bar toward excellence in resident care.

Candice Peterson  
Director of Licensed Care



**ISLAND COMMUNITY  
MENTAL HEALTH**

**Connect With Us!**

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