



**ISLAND COMMUNITY  
MENTAL HEALTH**



**ANNUAL  
REPORT  
2021 - 2022**



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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 President's Message

It is the privilege of Island Community Mental Health's Board President and Executive Director, on behalf of the Board of Directors and the leadership team, to report out on the successful completion of the 2021-2022 year.


Having effectively navigated many challenges, primarily presented by and as a result of the pandemic, Island community Mental Health Association has once again finished the fiscal year in a strong position both financially and operationally.

Marked by significant change, the 2021-2022 year has brought new appointments to the leadership team at both the Executive Director role and that of Director of Care. Of great importance for the direction of the association, these two leadership roles have brought new energy and fresh ideas to help move forward the mission, vision and values of the ICMHA. The best practices of psycho-social rehabilitation, recovery oriented practice and person centered care continue to be the foundational approaches to our work that meet the needs of our clients and drive successful outcomes in all of our programs.

In regard to challenges presented by the pandemic this year, staffing support in all of our programs, but most significantly in Licensed Care showed particular need. The cumulative effects of the pandemic have had a major impact on staffing wellness and staffing levels across the healthcare and non-profit sectors including those of ICMHA. In response to our staffing needs, our teams worked hard to develop new staffing positions and models to strengthen our programming.

We would like to extend sincere and heartfelt gratitude to our frontline staff in Licensed Care, Programs and Housing as well as our administration team who collectively worked together to make sure we were able to provide uninterrupted care and services for all of our clients. The work you do is incredibly important and meaningful. Thank you.

The Nigel Valley Project, although slow moving, continues to make progress towards seeing the creation of a total of 800 units of mixed use housing brought to the Uptown and Saanich area. Our Newbridge building is on track to be completely emptied by the end of June, with tenants rehoused in appropriate locations.



Looking to the future, the themes of 'Stability', 'Wellness', 'Investing in what we have', and 'collaboration' will guide us forward. Bringing stability and wellness to our operations, investing in staff development opportunities and strategically collaborating with both internal and external partners will help create our ongoing success.

As always, we would like to thank our major funders, donors, partners and supporters for allowing us to help so many in need.

Robert Clark  
Board President

Chris Forester  
Executive Director



## 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 108 individuals who provide direct service, support, and administration for all of our programs.

## Our Board

**Robert Clark** – President

**Tony Rushworth** – Vice President

**Gary Leibel** – Treasurer

**Sarah Gustin** – Secretary

**Eileen Goudy** – Member at Large

**Rhonda McGinnis** – Member at Large

**Henry Van Bortel** – Member at Large

## Our Administrative Team

**Chris Forester** – Executive Director

**Angela Treverton** – Director of Finance

**Amanda Jones** – Director of Human Resources and Administration

**Paula Furtado** – Director of Housing

**James Kerr** – Director of Programs

**Donna Draper** – Director of Licensed Care

**Polly Davies** – Accounting Administrator

**Destiny Geske** – Human Resource Administrator

**Juli Raidt** – Administrative Assistant



## Director of Housing

What a year it has been for the housing team as we continued to manoeuvre through the continual changes of COVID-19 guidelines. Although 2021-2022 was challenging at times the team was always looking outside the box to find ways to ensure that our clients and tenants needs were met and the best support of services was given throughout the year.

ICMH's Housing Department consists of 3 main categories:

- Operations & Maintenance
- Supported Housing
- Planning & Development

ICMH Housing currently manages a total of 204 rent subsidies and tenant relations for our 117 tenants in our 4 apartment buildings (Darwin, Edith Gunning Court, Meerstile and Newbridge) which includes 13 market rent units.

Through the Supported Housing Program our recovery coaches, who work with individuals recovering from mental illness and or substance use, focused to help clients set goals for the next year. They offered support in areas of daily living, health, and wellness. Some of their clients expressed interest in going back to school, finding employment and / or volunteering in the community. We were also happy to hear that one of our own team members, Pam V, was honored with an appreciation award by the District of Saanich for her dedication to bringing diversity and culture to Greater Victoria through volunteering. The team was able to restart some of the groups again which has been a huge success. This gave a lot of our client's opportunities to see friends again and make new ones through the coffee and walking groups.

In 2021 the Nigel Valley Project really gained momentum for this long anticipated development with multiple partners, including ICMHA, on a nine acre parcel of land. This inclusive development will help provide services to seniors, families, adults recovering from mental illness, and people with developmental and physical disabilities. Civil works started around Newbridge Apartments in preparation for the new construction. In turn this meant that we needed to start the decanting process with the tenants in the building. The housing team spent a large part of the year finding new homes in a challenging environment due to high demand of rental units and the high costs of rentals in the Victoria area. We are happy to report that, to date, we have rehoused 19 of the 21 tenants who lived in the Newbridge building. Although the start of the actual construction for our new ICMH building is still some time away, we are looking forward to seeing what the next year brings to our team!

Paula Furtado

Director of Housing

## Director of Human Resources

As similar to many other organizations dealing with the outcomes of an ongoing global pandemic, Human Resources (HR) continued to play a vital role in Island Community Mental Health's (ICMH) operations. Over the course of the year, the many challenges and complexities forced HR to meet the demands of a new workforce. With recovery from the pandemic on the rise, ICMH employees were no longer required to work remotely. Instead, ICMH embraced this opportunity to evolve workplace practices and provided employees who work outside of licensed care settings with the option of hybrid work arrangements.

In June 2021, the Government of Canada passed Bill C-5 to designate September 30 as a federal statutory day to be observed as the National Day for Truth and Reconciliation. In August 2021, the Province of British Columbia advised public sector employers to observe September 30, 2021 as a day to honour the lost children and survivors of the residential schools, their families and communities. In conjunction with our organizations Vision and Mission statements, ICMH recognized the National Day for Truth and Reconciliation on September 30, 2021 closing our Skinner Street office doors, and paid any employees who worked the appropriate statutory holiday pay, in addition to a day in lieu.

Further to the April 10, 2020 Public Health Order (PHO) introducing a Single Site Transition Framework limiting employees to working at single worksites in certain areas of the health sector, a Variance Order was issued in July 2021. The intent of the Variance Order was to increase relief staff to cover vacant shifts over the summer vacation period. With a September 30, 2021 expiration date, the Variance Order meant that ICMH could continue to support a healthy work/life balance through approval of time off requests during the summer months.

On September 13, 2021 The Provincial Health Office announced that all staff would be required to be fully vaccinated for COVID-19. Previously, this was not covered by the existing PHO Orders involving long term care and assisted living.

All three (3) of ICMH's collective agreements are set to expire on March 31, 2022. Leading up to this expiration date, ICMH was required to negotiate essential service levels for each of our worksites, in the event of job action. In the health sector, the designation of essential services levels is a requirement under Section 72 of the Labour Relations Code. During this period, ICMH and the unions were required to work collaboratively, in good faith, to complete the process of finalizing and uploading agreed-to Essential Service Plans into the Essential Service Database. The last time employers in the health sector were required to complete the full essential services planning process was in 2013.

Effective January 1, 2022 Section 49.1 of the ESA was amended to include general entitlement paid sick leave for personal illness or injury (pursuant to Bill 13 –



*Employment Standards Amendment Act (No. 2) – 2021*). In November 2021, the provincial government passed a regulation designating the entitlement at five (5) days of paid sick leave for all employees. Effective January 2022, all ICMH Employees became eligible for this additional entitlement, after 90 consecutive days of employment.

Lastly, over the past year, ICMH has seen an influx in utilization of our employer-paid, Employee Assistance Program (EAP) among staff. The next year we will focus our efforts on initiatives to boost employee wellbeing and the employee experience by establishing and maintaining an employee-driven Wellness Committee. This will include promoting several wellness-related initiatives throughout the year. The ability to attract and retain qualified staff with specific skill sets will continue to be a major focus of all HR initiatives that includes innovative recruitment options, ongoing professional development/learning opportunities that motivate and engage staff and the promotion of a healthy work/personal life balance.

HOURS OF WORK: ATTENDANCE MANAGEMENT AND OVERTIME COSTS		
<b>Total Hours:</b> Number of working hours performed by <i>regular</i> employees in all departments	79304	
<b>Absenteeism Hours:</b> Sick and Special Leave hours taken by employees in all departments	5532.91	Absenteeism Hours Percentage (all departments) = 6.98%
<b>Absenteeism Hours:</b> Sick and Special Leave hours taken by employees in Licensed Care	3816.84	Absenteeism Hours Percentage (Licensed Care) = 4.81%
<b>Absenteeism Hours:</b> Sick and Special Leave hours taken by employees in Administration, Grow, Networks, Bridge & Seniors, and Housing departments	1716.07	Absenteeism Hours Percentage (Administration, Grow, Networks, Bridge & Seniors, and Housing departments) = 2.16%
<b>Overtime Hours:</b> Hours worked by employees in Licensed Care	1.5X = 683.75	0.09%
	2.0X = 2327.25	2.93%
	Total Overtime Hours = 3011	3.79%

RECRUITMENT	
<b>Current Vacancy:</b> Positions being actively recruited at the end of the reporting period for all departments	2
<b>New Hires</b> (All Departments):	73
<b>Internal Hires</b> (All Departments):	33
<b>External Hires</b> (All Departments):	40
<b>Orientation</b> <b>Training Shifts</b> <b>Medication Training</b>	260 hours 1920 hours 160 hours
LABOUR RELATIONS	
<b>Union Percentage:</b> Percentage of employees belonging to a Union	90.74%
<b>HEU:</b> Mental Health Workers, Activity Workers, Cooks, Laundry Cleaners, Recovery Coaches, Employment and Education Coaches, Maintenance Workers, Coordinators ***members can belong to multiple unions	66.67%

RETENTION	
<b>Turnover:</b> Employees who left the organization, either voluntarily or involuntarily	32
<b>90 Day Turnover Rate:</b> The number of new employees leaving the organization within 90 days of starting their employment.	9
<b>First Year Resignation:</b> The number of new employees leaving the organization within the first year of starting their employment.	7
WORKFORCE	
<b>Active Employees</b>	108
<b>Number of Regular Employees</b>	65

**BCGEU: Mental Health Workers**  
 \*\*\*members can belong to multiple unions

19.44%

**BCNU: Nurses**

4.63%

**Number of Casual Employees**

43

#### YEARS OF SERVICE

0-5	84
6-10	9
11-15	8
16-20	1
21-25	3
26-30	1
31+	2

Amanda Jones

Director of Human Resources and Administration



## 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 were the recipients of a bequest from the Estate of Brian Grieve for \$50,136. We would like to extend our heartfelt condolences to the Grieve family as this is the second bequest from one of their family members that has been given to ICMHA in the past 3 years. This money has been put aside to purchase a van for one of our licensed residential sites so the staff will be able to facilitate more offsite activities with our residents. Something that could not be done without the generous donations from others.

This year we received almost \$3,200 in the form of smaller donations from various individuals. We used those funds to help clients purchase necessary items to obtain employment, and ensuring program participants and residents received something for Christmas this year. We also were able to award \$1900 in bursaries from our Joan Dumka Bursary fund to aid 10 clients with their continued education. We would like to thank each and every donor for taking the time to consider us in their generosity.

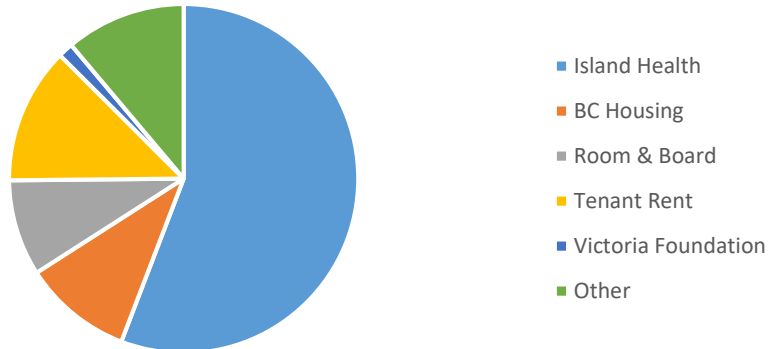
Again this year continued support came through the Government of BC, District of Saanich, City of Victoria, and Township of Esquimalt in the form of property tax exemptions. These exemptions allow us to put more money into client care where every dollar counts. 2021-2022 also brought a renewed relationship with The United Way and Victoria Foundation as they made a commitment to contribute to upcoming programming for next year.

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.

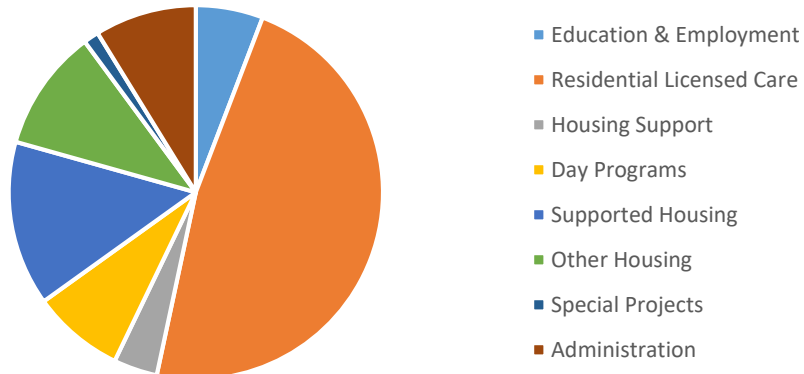
Angela Treverton

Director of Finance and Programs

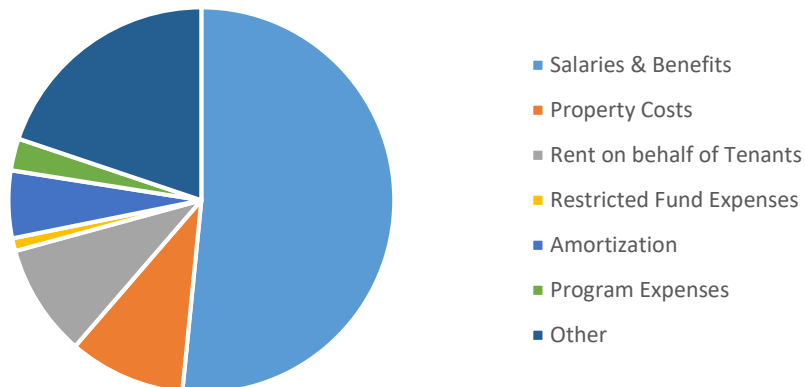
### Revenue by Funding Source 2021-2022



### Expenses by Program 2021-2022



### Expenses by Category 2021-2022



## 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.

Grow continues to expand its programming and intake numbers, edging towards pre-pandemic levels of referral and interest. Individual engagement and programming attendance are gaining momentum as Covid restrictions are lifted, coupled with fewer self-isolation/illness absences for staff and clients alike. As we move into the warmer/lower rate of cold and flu season, we anticipate attendance rates should become more stable.

We currently have 1 Coordinator, 2 full-time Recovery Coaches and 1 full-time Occupational Therapist/ Recovery Coach on staff, each Coach carrying a caseload of approx. 25 clients.

As Grow moves away from the former 'drop-in' model of programming, with more intention toward the one-year time-defined stay, we are finding that our current clients are more engaged and responsive in moving forward on their recovery.

This past year we have focused on re-engaging and re-establishing our collaborative working relationship with Victoria Mental Health Center, presentations to the local Urgent Care Centers and other referral agencies within Island Health continuum of care (AOT, USTAT, IMCRT, etc...).

We have been adaptable in addressing "the great resignation" among our traditional referral sources.

In light of the on-going doctor shortage, the Grow Program has proven to be a valuable intervention to individuals awaiting more formalized Island Health mental health services. Grow has been effective in providing PSR support to individuals whom are at a stage of readiness to engage in our community mental health setting.

As we look forward in 2022, an exciting piece of news to share is that ICMHA has secured funding and is currently building and recruiting for our own Peer Support Program! While not directly under the umbrella of the GROW program, we are hopeful that this program will help clients retain connection and ongoing support, as well as helping to connect current clients with a source of inspiration and hope in recovery.

James Kerr

Director of Programs



## 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. Education and employment nurture relationships with colleges, universities, employers and other community resources to raise awareness about mental health. They challenge the stigma about people living with a mental illness that is a cultural barrier to clients actualizing their PSR goals.

In year two of the pandemic, Networks continues to be as busy as ever before. Networks responded to 290 new referrals, this represents a 17% increase over the 2020 referral numbers. Networks was also fortunate in retaining its full compliment of staff: 1 coordinator, 3 full-time Employment Coaches and 2 Full-time Education Coaches.

Networks coaches helped clients secure 95 new jobs, start 61 educational courses, and secure over \$149,000 dollars in education funding.

We are also pleased to report, after a pandemic hiatus, Camosun College Adult upgrading has returned to the September and January in-person offerings at Skinner St.

This past year special attention has been given to staff and clients given the unique physical, mental and emotional burdens of the last 2 years. Many clients have reported anxiety and other symptoms of their mental illness have been exacerbated as a result of the COVID 19 pandemic.

Finally, Networks has been holding office hours 2 days a week with the Victoria Mental Health Center during the 4th quarter of 2022. The integration is going slow but steady, and each week we notice progress as the clinicians become aware of us and the integration deepens. Also in the 4<sup>th</sup> quarter Networks is once again hold its former office space embedded with the Mental Wellness Day program on the 6<sup>th</sup> floor of the Royal Jubilee Hospital.

James Kerr

Director of Programs

## Seniors' Support Network

Aging brings new challenges and opportunities for individuals living with a mental health condition. More than ever, the mental wellness of aging individuals is being recognized as critical for maintaining function, physical health, and quality of life.

Island Community Mental Health Association is meeting this need through Senior's Support Network, a weekly two-hour group for older adults (65+) living with a mental health condition. A priority for Senior's Support Network is peer connection. Through relating to shared experience clients have a supportive space to learn with each other and feel connected.

2021 has been an especially challenging year for seniors, who faced isolation and were most vulnerable to COVID-19. Senior's Support Network rose to this challenge by keeping our clients connected through different technologies. We used Zoom, phone calls, and in-person drop offs of care packages to keep hope and connection. When we returned to in-person, outdoor programming in the summer months, we met at Saxe Point to engage with nature and each other. Omicron caused a return to remote operation, but we were thankfully able to return to Skinner Street in February and have been meeting in person ever since.

Our two groups meet Wednesday mornings/afternoons. A change in Senior's Support Network is the addition of facilitated discussions about mental health coping skills and aging. Stressors to mental wellness that many older adults face include pain, functional changes, isolation, grief and loss, changing social roles, etc. Each week we talk about ways we can cope with these new challenges – from mindfulness for pain, to ways to find meaning and purpose, to using humour with changing bodies. These discussions are all introductions, and we support our participants with resources to learn more.

A current goal of Senior's Support Network is to build community awareness of our program, so that we can serve more older adults. We are excited to continue accompanying participants in their journey of healthy aging.

Anna Or  
Program Coordinator

*"This is the first time I have been able to talk about mental health openly."*

*– SSN Client – Age 85*

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

Bridge Centre is psychosocial rehabilitation-based day program for adults with a mental health condition and a cognitive impairment. We are a supportive community where folks can try new things and discover new abilities and strengths in mental wellness.

Like all of us, the staff and clients of Bridge Centre have been called upon to be flexible through the changing tides of 2021-2022. To the start the year the Bridge Centre's dedicated staff kept everyone socially connected with three weekly Zoom sessions. From Pictionary and trivia to crafts and music – we sustained community. It was lovely seeing everyone's unmasked smiles.

The summer months of 2021 saw a return to in-person programming outdoor. Bridge Centre participants released energy through sports and connected to nature. Programming returned to in person – only to have to shift again with the omicron spike. Thankfully, in February of 2022 we were able to return to in-person programming at Skinner Street for our pre-pandemic hours (Tuesdays, Thursdays, and Fridays 930am – 230pm).

Our most recent “return to in-person” has been an opportunity for growth. A goal achieved this year introducing more psychosocial rehabilitation skills into programming. New discussion groups were started: Feeling Fridays (an emotional coping skills group) and Let's Talk (a social skills group). These groups discussed concepts for mental health in words that meet Bridge clients where they are. We also began Personal Chefs. Once a month, we walk to the grocery store, pick out and pay for items, prepare a meal, clean, and enjoy our creations – all working as a team. Group participants said this helps them feel “helpful, not helpless”, and “confident”. Bridge Centre enacts community integration through weekly outings. We've gotten out to our local library, coffee shops, and parks. To get around, Bridge Centre folks use the public bus system together. We may have needed to sprint a few times to catch a bus – but they say exercise is good for mental health!

This year, Bridge Centre also connected to the joy of music through a partnership with Ptarmigan Arts. Fiona, a community music facilitator, led weekly sing-along sessions. Clients said these sessions gave them a sense of “warmth and comfort”.

At Bridge Centre, we believe that everyone has the ability to grow when encouraged and supported. We are excited to see what possibilities our next year ahead has in store.

Anna Or  
Program Coordinator

*“I am helpful, NOT helpless.”*  
– Bridge Centre Client

## Greenridge Place and Eagle Rock Heights

Greenridge Place is a 10 bed licensed care group home and Eagle Rock Heights is a 6 bed licensed care group home for young adults offering services to adults aged 19-34 who have challenges with mental health issues.

The program employs an interdisciplinary team of 20 staff consisting of mental health workers, a licensed practical nurse and Director of Licensed Care. There is a rotating nurse 'on call' for after hours and an 'on call' manager. The program works with residents on person centered goals to assist in gaining skills and knowledge for their transition to community housing.

Through 2021, the program went through attrition of beds with Covid-19. Six beds were empty until the fall of 2021 when they were filled between October and January of 2022. Covid was indeed a challenge in licensed care mostly due to the reduction and availability of services in the community. As we have moved from pandemic to endemic we are thoughtful and thankful in our approach integrating our residents into the community for resources and the normality it offers them.

Quality care includes:

- Medication oversight and administration
- Opportunity for psychosocial rehabilitation with co-creating healthy meals with and for their peers including menu planning and cleanup
- Opportunity for connecting with peers through regular resident meetings
- Family inclusion
- Resources sharing with Island Health case managers, psychiatrists and Island Health Residential Services, Mental Health and Substance Use
- Encouragement to attend programs in house, community, ICMHA programming, attend school, agency training programs, and hold part time jobs in community
- Residents have the opportunity to work with our bridging program to find independent living situations

Staff receive ongoing educational and training opportunities such as suicide prevention and intervention, skills in teaching resident coping strategies, substance use, overdose prevention and Naloxone, Food Safe, and goal setting as well as addressing specific and focused mental health training topics.

The group home residences, Greenridge Place and Eagle Rock Heights continue ongoing work in providing best practices in psychosocial rehabilitation programming to better serve the residents.

Donna Draper  
Director of Licensed Care

## McCauley Lodge / Bridging

McCauley Lodge is a residential licensed care facility assisting 30 adults over the age of 35 with mental health challenges. The lodge employs over 45 members in its interdisciplinary team which includes Licensed Practical Nurses, mental health workers, cooking staff, cleaning staff, an activity worker, and a Director of Licensed Care.

Quality care includes:


- Medication monitoring and administration
- Healthy meals and snacks
- Assistance and reminders for activities of daily living routines and skills
- Wellness groups are chosen with resident input
- Tai Chi/Chi Gong, twice daily opportunity for meditation, SAIL exercises to promote mobility and falls, music groups, daily afternoon and evening activities, recreation activities, bingo three times a week, movie and games nights, gardening opportunities, recreational and arts and crafts

The lodge was able to skirt Covid until the spring of 2022 when an outbreak was experienced. Fortunately, it was contained and resolved in a short time frame. Stellar teamwork was observed and appreciated in both the work of staff and the cooperation of the residents during this time.

With Covid restrictions lifting, McCauley Lodge staff have been able to support residents in navigating the community once again. Currently 1/3 of the residents attend programming or receive services to enhance care and community support from the following community resources:

- Bridge Center
- Friends of Music
- PG &T companion service
- Public library
- Esquimalt Recreation Center
- Island Health VICOT team
- Island Health Residential Services, Mental Health and Substance Use

The lodge has seven day a week daytime coverage for LPN's as well as rotating on call nurse and on call manager coverage. We have continuing staff training and educational offerings keeping up to date on licensing requirements and standards of care. Training includes psychosocial rehabilitation, goal setting, substance use and Naloxone



administration, suicide prevention, medication administration, Food Safe, falls prevention, and hand hygiene.

McCauley Lodge continues to offer excellence in residential licensed care.

Donna Draper  
Director of Licensed Care





**ISLAND COMMUNITY  
MENTAL HEALTH**

**Connect With Us!**

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# **ANNUAL REPORT 2021 - 2022**