



ISLAND COMMUNITY MENTAL HEALTH

Formerly Capital Mental Health Association

A photograph of a person with long hair, wearing a purple long-sleeved shirt, kneeling on the floor and painting a large mural on a light-colored wall. The mural features abstract, flowing blue shapes. The scene is partially obscured by a large yellow diagonal overlay in the bottom right corner.

**ANNUAL
REPORT
2016-2017**



CONTENTS

- 1 – Message from the Executive Director
- 3 – Our Team
- 4 – Director of Operations
- 5 – Director of Housing
- 6 – Human Resources
- 7 – Program Reports: Grow
- 11 – Seniors' Support Network
- 12 – BRIDGE Center
- 13 – Circles of Support
- 14 – Elk Lake Adult Day Program
- 15 – Greenridge Place and Eaglerock Heights
- 16 – McCauley Lodge
- 17 - Financial Report

Executive Director and Presidents' Message

On behalf of the Board of Directors and the Management team, we are happy to report on a successful year of delivering programs and services which are in keeping with our vision and mission. Our programs are delivered within the frame of our values of hopeful, respectful, collaborative and accountable. We have continued to review and revise all our programs to ensure they are in keeping with and building on our service priorities:

- Effective governance processes built upon governance best practices
- Strong management practices that support excellence in program delivery
- Staff resources and organizational structure to support the effective delivery of programs and services
- Programs and services reflect leading and best practices; we are open to expansion of services and are prepared to share our experience and knowledge
- Able to effectively manage our housing portfolio and associated risks
- Programs and services are aligned with our vision and mission

We have had an extremely exciting year of numerous collaborations; we have had the opportunity to work with other service partners, Health authorities, BC Housing, CLBC and our partners in the Nigel Valley project.

We have continued to emphasize and support staff development this year. Our Executive Director is a member of Psychosocial Rehabilitation BC Board and also an active member of the education committee and registry committee with PSR Canada. We currently have one staff member who has completed the Douglas College Graduate Diploma in Psychosocial Rehabilitation and several other staff who will meet the requirements to be placed on the Registry. ICMH is proud to be participating in the Registry as we recognize education as an important component in providing quality services with a recovery focus. We have launched several programs developed with Camosun College ie. PSR and harm reduction. The next one currently in development is trauma informed practice. Next year we plan to make these courses available to participants outside of the agency.

Our educational programs and services are seen as innovative, evidence based, and most importantly client and family centered.

We achieved the primer accreditation with Accreditation Canada and we are continuing to work for the next two years to accomplish full accreditation standing in early 2019. We also completed an enterprise risk management program and risk registry system.

We are implementing a new data base system and associated outcome measures.

We look forward to the next year with expectations of ongoing positive changes to benefit our clients and staff. We would like to extend a special thank you to the Board of Directors, staff, and clients for the opportunity to work with and learn from such a wonderful group of individuals.



Kim Duffus
Executive Director



Patricia Summers
President



Robert Clark
President (Acting)

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 95 individuals who provide direct service, support and administration for all our programs.

Our Board

Executive Committee

Patricia Summers
President

Robert Clark
President (Acting)

Gary Leibel
Treasurer

Sonya Kofler
Secretary

Members at Large

Donna Spence

Tony Rushworth

Eileen Goudy

Jennifer Cameron

Timothy Schauerte

Our Administrative Team

Kim Duffus
Executive Director

Doug Hohenstein
Director of Operations

Imogen Burr
Director of Housing

Angela Treverton
Director of Finance

Pam Lewis
Director of Program Development

Sarah Crawley
Manager of Human Resources

Lou Vanie
Administrative Assistant

Cassana Kelly
Business Support Coordinator

Director of Operations

The year started with two large projects for the organization: Accreditation and a new Case Management System.

Our Manger of Human Resources Sarah Crawley led us through the Accreditation process, which involved reviewing all of our policies and procedures, and, where necessary, rewriting them to reflect our current practices. In some cases this process led us to introduce new, improved practices in the programs and administration.

Penelope will be our new Case Management System, and preparing for its implementation invited us to look at our current client documentation processes, to streamline and improve these, and to ensure they were meeting the needs of clients, direct service staff, management, health and safety, accreditation, licensing, and best practices. This process continues as we develop and refine our record-keeping procedures.

Licensed Care (McCauley Lodge, Greenridge Place & Eagle Rock Heights) implemented a new electronic Medication Administration Record (eMAR) system in the autumn of 2016. This electronic recording system was introduced alongside a new medication dispensing system. Roll-out required hands-on training of support of staff and leadership, and was quite smooth. Feedback about the new system has been positive, and we have seen a reduction in medication errors since introducing the new system.

This last year we have gone through a process of creating operational plans with each program. These program operational plans, along with an administrative operational plan, feed into the organizational Operational Plan, which will help us set and assess goals as we continue to grow and improve our services.

Doug Hohenstein,
Director of Operations



Director of Housing

Island Community Mental Health has a total of 250 housing 'units' throughout the Greater Victoria area. These 'units' consist of subsidized apartments, low income family housing, 24 hour care, and 13 market rent units. Out of the 250 units 191 are subsidized through BC Housing.

- 21 units at Meerstille (all subsidized)
- 18 units at Newbridge (all subsidized)
- 45 units at Darwin (all subsidized)
- 87 units throughout the Greater Victoria area (all subsidized). These buildings are managed by their own property managers; however we oversee the paperwork for subsidies.
- 33 units at Edith Gunning Court (20 of them subsidized)
- 30 units at McCauley Lodge, a 24 hour adult facility
- 16 units at Greenridge and Eagle Rock, a 24 hour facility for young adults

The majority of our housing referrals come from CASH (Central Access for Supported Housing) and currently they are undergoing major changes with their process. This should help improve efficiency, objectivity and transparency of the process.

We continue to work with BC Housing and three other non-profit housing providers in the Nigel Valley Project. We are still in the planning process but this project promises to be one of the largest improvements to the non-profit community that Victoria has ever seen.

This year we welcome working with Robert Brown and Josh Taylor from Catalyst Community Development. They are a BC-based not-for-profit society that is helping us deliver a comprehensive Feasibility Study for the redevelopment of Darwin and Newbridge in the Nigel Valley Project.

More good news is BC Housing has agreed to extend the subsidies for all the tenants in Newbridge. The extension will be one a annual basis at the discretion of BC Housing discretion. Originally the subsidies were going to expire when the mortgage was paid off in 2019.

Imogen Burr, BSW
Director of Housing



Manager of Human Resources

This past year has been an exciting one for the staff of Island Community Mental Health as we continue to provide high quality and innovative programs and services.

A significant accomplishment this year has been the successful primer accreditation through Accreditation Canada. This journey was guided by our strategic priorities; programming and services that reflect leading and best practices and strong management practices that support excellence in program delivery. We are enthusiastic about our ongoing commitment to enhance program quality and continue with the QMentum Program.

ICMH employs approximately 95 employees in diverse roles across the organization.

Snapshot of On-Going HR Quality Improvement Initiatives:

- Human Resource Management and payroll system implementation to increase efficiency;
- Redevelopment of the performance assessment and development tool to include Psychosocial Rehabilitation competencies;
- Implementation of Surge Learning Management system;
- Introduction of Psychological Health and Safety Standards;
- Enhancement of the violence prevention program;
- Transition to Employee Disability and Management Program through Morneau Shepell;
- Development of a Quality Committee - regular monthly meetings;

Employees by Years of Service:	
31+	4
26-30	3
21-25	3
16-20	3
11-15	4
6-10	23
0-5	54

Staff Training and Professional Development has included:

- Applied Suicide Intervention Skills Training
- Psychosocial Rehabilitation
- Naloxone Administration
- Foodsafe
- First Aid
- Falls Prevention
- Dignity in Care
- Violence Prevention and De-escalation
- Health and Safety
- Motivational Interviewing
- Basics of Medication

Sarah Crawley
Manager, Human Resources and Quality Assurance

Program Reports

GROW At school. At work. In your community.

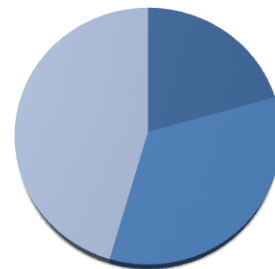
GROW is a Psychosocial Recovery service designed to support individuals to thrive in the communities where they live, work, volunteer and go to school. The focus is to help clients develop skills and access resources needed to increase their capacity to be successful and satisfied in the living, working, learning and social environments of their choice.

Personal Recovery Outcome Measure (PROM)

The PROM, a self report, helps clients to identify personal strengths and areas for growth, and stimulates a meaningful, recovery-oriented dialogue. GROW began using the PROM in mid 2015. Using data generated by PROM results we are able to highlight the personal recovery needs of our clients. This data is used to inform program design and delivery and has led to new and innovative programming. New programming and approaches to care have contributed to greater awareness and interest in the GROW program.

GROWth

GROW continues to see phenomenal growth. Over the past 2 years, the program has more than doubled with new admissions increasing from **119** in 2014-15 to **196** in 2015-16 to **263** in 2016-17.



To what do we attribute this growth?

A Revitalized Environment

Informed by client feedback the main reception/welcome area was redesigned to create a space where individuals feel comfortable waiting for groups or appointments, connecting with others, or participating in discussion groups. The new space encourages a sense of hope and positive recovery energy with its contrast of calming and energizing colored accent walls that serve as a backdrop to modern and stylish seating.

■ 2014-15 ■ 2015-16 ■ 2016-17

Family Involvement

Recovery Coaches promote the inclusion of a person's existing support network at intake and in Recovery Planning sessions. Clients are encouraged to have a family member regularly attend Recovery Planning sessions and/or to share their recovery goals with family and support people. In the Recovery Plans the roles of family members may be included acknowledging the crucial role of natural supporters in a individuals recovery journey.

Peer Led Initiatives

Grow introduced two peer-led initiatives to our group programming this year: The Sketchbook Initiative and *WRAP*®, for Young Adults. The Sketchbook Initiative had two cohorts, including one for young adults. The Sketchbook Initiative enables clients to put wellness and creativity on the same page to create awareness through expression. *WRAP*®, the evidence based, self-designed prevention and wellness process, was offered this spring and was facilitated by a peer support worker and an occupational therapist.

Supported Leisure Services

In late 2015 GROW introduced Recreation Therapy into our program model. Our Recreation Therapist has led the development evidence-based supported leisure services that connect clients to community based leisure and recreation activities. Supported Leisure programming contains leisure education sessions, goal setting, and discussion of benefits and challenges to participating in naturally occurring community activities.

Innovative Evidence Based Programming

PEERS® for Young Adults Program for the Educational and Enrichment of Relational Skills *PEERS*. We just completed our first pilot of the 16 week evidence-based social skills intervention for emerging adults, interested in learning skills to make and keep friends and develop romantic relationships. The first cohort successfully completed the program in April with graduates moving on to team sport activities in the community and building new friendships.

Integration of Supported Education and Employment Services

We have seen further integration of Supported Employment and Supported Education services into GROW. From the beginning of their involvement with GROW clients and their families learn of the supported education and employment services available to them. For many this encourages hope as their interest in educational and employment pursuits are acknowledged, explored and supported. Integration of services provides clients with seamless transition from one service to another. The team of Recovery, Education and Employment coaches works together with to identify client's strengths, to enhance abilities and to support risk taking in school, work and volunteer environments.

As part of the integration we focused on developing group programming that targets the strengths and areas for growth of individuals with education, employment and volunteer goals.

For example, Grow collaborated with the *Volunteer Access program* (part of Volunteer Victoria) in a monthly workshop called Volunteer to Support Recovery. This workshop offers an opportunity for any GROW clients to learn about the Volunteer Access program services, meet the coordinator of that program, Corrine Mah, and learn how volunteering can support an individual's recovery.

This year Grow introduced Communicating Through Conflict, a 9-week course through *Dialogue and Resolution Services* which helps people develop assertive communication skills, learn to identify and resolve interpersonal conflicts, and practice boundary setting. Classes are made up of students receiving services in GROW and individuals from the community, creating a diverse and heterogeneous environment.

Supported Education Services

Our Supported Employment service is an evidence-based practice using an individual support model to support individuals to pursue their educational goals. This year we are excited to have our first time full time Education Coach along with a part time education coach.

Camosun College Community Upgrading Program

Students are able to go to college right here at Island Community Mental Health for education, and computer skills for work, life and college. Camosun college instructor Jennifer Bennett provides opportunity for individuals to upgrade Math, English and computer skills. This year 64% completed their upgrading level with 2 individuals transitioning on to Campus. Our fall semester is already full with 16 students registered.

This year 2 Camosun students will be receiving awards for their accomplishments in academics and overcoming barriers from the College

For a second year we partnered with REES (previously Literacy Victoria). We continue to connect more individuals with tutors to start students on their education journey. We are the largest referral agent to the program and play an active role in mental health education for the tutors.

Educating Our Community

With a strong relationship with academic institutions including Camosun and UVIC our education coaches continue to play a vital role educating disability resource centres staff , counselors, instructors, collage navigators so that they can better support inclusive learning environments.

“Joining a few GROW Programs has helped me rekindle a side of me I had forgotten”- Grow Program Client



Supported Employment Services

Our Supported Employment service is an evidence-based practice using an Individual Placement and Support (IPS) model to help clients find and maintain paid, competitive employment in the community.

This year brings a Program Lead for both the Supported Education and Employment program. Our Program Lead has a recognized R.R.P. designation (Registered Rehabilitation Professional with VRA Canada). A part of the focus of this position will involve developing methods of capturing meaningful employment outcomes such as rate of pay, length of employment, employment field, stepping stone job vs. career goal to inform program development and service delivery.

We have seen an increase in clients benefitting from both Education and Employment supports as a result of 1) increase in rapid search transitional jobs having training requirements 2) clients utilizing rapid search transitional jobs as a stepping stone toward larger career goals that require longer academic endeavors

This year the team of employment coaches has continued to focus on building relationships with island Health teams in order to best provide a integrated multidisciplinary approach. Two Employment Coaches are working out of the Erick Martin Pavilion with the Day Hospital program and Victoria Mental Health Centre.

In Fall GROW will offer an Employment Workshop Series. The content of workshop sessions addresses the needs identified by Employment Coaches and individuals receiving services. Workshop sessions include resume writing skills, interview preparation, mock interviews and self disclosure.

Plans for Next Year

In 2018 GROW will place greater emphasis on strengthening pathways to the community. This means establishing stronger relationships with community centers, wellness, leisure and recreation programs and groups in order to better support the transition from GROW to naturally occurring community activities.

Greater emphasis will also be placed on family involvement as client's Individualized Recovery Plans include the role natural supports in recovery as well as goals pertaining to building personal support networks.

We will see further integration of Supported Employment and Supported Education services into GROW, as GROW offers group programming that target the needs of individuals with training, academic and employment goals. We will explore approaches to Supported Education and Employment that support an individual's long term academic endeavors and pathways to competitive employment in the form of a career. This will involve looking closely at our rapid job placement employment model and consideration of adaptations to better support individuals with longer term career goals.

Freddy Hehewerth
Program Manager

Seniors' Support Network

VISION: A community of resilient seniors, empowered to pursue and sustain mental wellness as part of happy lives

MISSION: Support seniors with mental illness, create opportunities to engage with each other and the Victoria community at large, to build relationships, to have fun and increase confidence through skill building and life enriching activities

The Friendship Centre provides services for adults aged 65+ who experience chronic mental health concerns and live alone or with support in the community. The program focus is on decreasing isolation, encouraging peer support, decreasing future hospitalization and maintaining a healthy and active lifestyle.

“I am easier about aging now. The course helped me focus. Good material-solutions/answers”- Aging Well Client

Seniors Support Network Wednesday Program

SSN clients continue to build a solid in-house community of support; they are talking more openly to each other and laughing more readily. The Wednesday program has added some new programming such as a cooking class that focuses on fast, easy, affordable and delicious meals. Clients report that they enjoy the class and that they use the recipes at home. Another new program is Ageing for Experts where clients share information on community resources. This program was directly requested by clients. SSN clients also continue to access community recreational programming such as: Pandora Arts Collective, Basic Computing Courses, The Scholl Centre, James Bay Community project resources and Cadboro Bay 55+.



AGING WELL Cognitive Behavioral Course

This course has been running successfully this year working in partnership with the geriatric Psych residents to help students learn more about facilitating group work and particularly about facilitating CBT using the Changeways Program.

Darlene Arseneault
Program Manager

BRIDGE Program (Building Respect, Inspiring Dreams, Gaining Energy)

BRIDGE Vision: Interdependent individuals taking an active role in the community of their choice

BRIDGE Mission: to facilitate life enhancing experiences, skills and behaviors with individuals experiencing mental illness and cognitive delay in an environment of humor, kindness and respect



The Bridge program is a recreation program for people living with cognitive impairment as well as a chronic mental illness. Bridge Program is open Tuesdays, Thursdays and Fridays from 9:00 am to 2:00pm. The program provides opportunities for the development of social skills, achieve goals, and helps to build interdependence, rather than dependence.

The programming focus at Bridge this year has been to welcome new clients to the program; we had ten new people begin to attend the program. This made up very diverse group and the community here at the Bridge centre has been quite enriched by that.

Bridge also continues to focus on program goals, and to that end have broadened clients' experience of community by supporting them to attend music gatherings twice per month, where they socialize with other people, play instruments, and sing. We have also two clients that are using the Bridge community as a foundation while they explore and expand their experiences of other recreation resources in the community, with the aim of graduating from the Bridge program.

We have begun to use a goal tree successfully as a tool to help clients achieve their individual goals. In total, clients achieved 34 goals this year. Clients have achieved 14 Increased Community Integration goals.

Bridge Centre has one volunteer who has been singing with our service users every Friday afternoon for eleven years. He volunteered for a total of 46 hours in the past year.

"I want to thank you. This centre is your creation. You have great help (staff). People are kind, happy and well supported. You should be proud of what you've created." - BRIDGE Volunteer

Darlene Arseneault
Program Manager

Circles of Support

Island Community Mental Health is teaming up with M'akola ILBC Housing Society, Cowichan Family Caregivers Society, BC Centre for Elder Advocacy and Support, Family Caregivers of BC and Island Health to strengthen family caregivers of people living with dementia by creating support circles. We take a localized, collaborative approach by creating networks and encouraging dialogue within and across sectors to develop the most person-centred care possible.

Unpaid caregivers are often an invisible part of the British Columbia Health Care system. These people are an integral part of the day to day care of loved ones and as our population ages, so does the prevalence of unpaid caregivers. These caregivers allow people to stay at home longer and enjoy a higher quality of life. As fulfilling and rewarding as caregiving can be, it is also extremely challenging for caregivers physically, emotionally, and financially.

The services are based on a successful model developed by Cowichan Family Caregivers Society. The support circles will be offered through genuine connection in the spirit of community and neighborliness. We will be offering training for different organizations that identify that this could be helpful with the population within which they work. They will then be able to implement support circles for caregivers that can best support their community.

Areas of Practice

Facilitator Training

We provide regular facilitator training sessions for the Circle of Support model. You will be provided with all the material, knowledge and ongoing support to set up individual circles of supports in your community.

Community of Practice

In order to strengthen and share knowledge of the importance of supporting caregivers of those affected by dementia, we have created an online forum for those interested in keeping up to date on the development of the Circles of Support model of care.

Peer to Peer Support Groups

Family Caregivers of BC is facilitating a peer to peer support group through Elk Lake Day Program (previously known as pathways) for caregivers. We will be adding more peer to peer support groups over 2017.

First Nations

The support circle strategies evolve from traditional aboriginal knowledge which values community, family and social interventions. Circles of Support will be led and supported through First Nations communities on Southern Vancouver Island.

Circles of Support for Individuals

Support circles guide caregivers and seniors by establishing, recreating and strengthening both informal and formal social connections. Established through a trained facilitator, once the circle of support is expanded and reinforced, the facilitator steps back and checks in when needed.

Pam Lewis, Director of Program Development

Elk Lake Adult Day Program

Tucked away in what was once a fire hall near Elk Lake, a dynamic team of three Activity Workers are providing stimulating fun programs for about twelve individuals, ensuring caregivers get a rest, and improving the capacity of those community members to remain in their homes as long as possible.

Friendships form amongst those who attend the Monday to Thursday program once or twice a week. Shared activities include crafts, singing and dancing, conversation and laughter, and sometimes sitting in the back yard enjoying the sun.

Once diagnosed with dementia, it is easy for individuals to feel isolated as friends and family lose their confidence in the best way to spend time together. Without intending to, the community backs away, often leaving caregivers feeling overwhelmed.

Day programs are a cost-effective way to provide community-based supports to the increasing number of families affected by this disorder. The BC Seniors Advocate says “nearly a third of unpaid family caregivers are stressed to the point of breakdown” so day programs are a vital support.



The Elk Lake Day Program has an excellent reputation amongst caregivers and Island Health case managers, who provide referrals.

Attention to best practices and ongoing professional development complement the warmth and affection team members bring to their work. The result is a feeling of well being that participants, family members and staff share, having supported each other to be the best they can be.

Barb Park
Program Manager

Greenridge Place and Eaglerock Heights

Greenridge Place, Eaglerock Heights is a 16 resident licensed care facility assisting young adults with mental illnesses. The program employs a team of 17 staff consisting of mental health workers, a full time RPN and manager. The goal is to assist and encourage residents to develop skills that will enable them to live full, rich lives independently in the community. The quality care provided includes:

- Medication administration
- Healthy meals
- Residents participate 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 Eaglerock Heights:

- Six residents attend programs including four at GROW
- Four residents attend school; two at Camosun, one through Camosun Outreach via GROW and one attending Victoria Music Conservatory.
- Seven residents have part time employment in the food and service industry
- Three are working with ICMH employment coach actively seeking work

This year, in order to enhance client care services we have switched pharmacies and upgraded to a much more safe and efficient E mar system. We have also initiated staff training to include:

- Violence prevention
- Intro to PSR course
- Naloxone training
- Foodsafe
- Suicide prevention training

As well as being a licensed program, Greenridge and Eaglerock also participated in the accreditation process completing the primer standard. This process was excellent as it brought to light areas for improvement related to the best practices in providing safe and respectful care to a vulnerable and diverse clientele. Greenridge and Eaglerock looks forward to proceeding toward achieving the Qmentum standard as it challenges the team to continually raise the bar toward excellence in resident care.

Grant Enns
Manager

McCauley Lodge/Bridging

McCauley Lodge is a 30 resident licensed care facility assisting adults with varying mental illnesses. The Lodge employs a 30+ member multidisciplinary team which includes nurses, mental health workers, cooking and cleaning staff. The quality care we provide includes:

- Medication administration
- Healthy meals
- Assistant and reminders with Activities of Daily Living Skills
- Wellness groups chosen with resident input including, Tai Chi/Chi Gong, Meditation, SAIL exercises to promote mobility and Falls prevention workshop
- Recreation activities including, Bowling, coffee outings, beach visits, bingo nights and movie/games nights.

Many Lodge residents attend programs offered by ICMHA or other organizations. Currently 1/3 of the residents attend programming or receive services from community resources including:

- Bridge Center
- Friends of music
- PG&T companion service
- Public library

This year, in order to enhance client care services we have switched pharmacies and upgraded to a much more safe and efficient E mar system. We have also initiated staff training to include:

- Violence prevention
- Dignity in Care
- Intro to PSR course
- Naloxone training
- Foodsafe
- Falls Prevention

The McCauley Bridging program continues to be run at full capacity with a full time worker and support from the ICMH housing team. The Bridging clients are making steady progress towards greater independence by developing skills in the workforce, finances and healthy living.

McCauley Lodge also participated in the accreditation process completing the primer standard. McCauley Lodge looks forward to proceeding toward achieving the Qmentum standard as it challenges the team to continually raise the bar toward excellence in resident care.

Grant Enns
Manager

Financial Report

\$000's	10/11	11/12 (restated)	12/13	13/14	14/15	15/16	16/17
Revenues	4,571	5,487	6,570	5,716	6,237	6,401	6,472
Expenditures	4,541	5,416	5,629	5,711	6,558	6,730	6,610
Recoveries from (repayments to) BC Housing	(2)	27	8	--	--	--	--
Excess (deficiency) of revenues over expenditures from regular activities	28	98	949	5	(321)	(329)	(138)
Gain on sale of capital asset	--	--	--	--	--	--	--
Total excess (deficiency) of revenues over expenditures	28	98	949	5	(321)	(329)	(138)
Invested in capital assets	908	1,671	2,904	3,453	3,430	3,235	2,974
Internally restricted	1,245	888	886	393	169	169	205
Externally restricted	1,060	1,103	818	760	687	687	569
Unrestricted	48	94	97	103	103	103	(24)
Total closing fund balances	3,261	3,344	4,705	4,709	4,389	4,059	3,724



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