



TABLE OF CONTENTS

- 3 CEO and Presidents' Message
- 5 Our Team
- 6 Director of Housing, Planning & Development
- 8 Manager of Human Resources
- 9 Director of Finance & Administration
- 11 Program Reports
- 11 GROW
- 14 NetWorks
- 15 Seniors' Support Network
- 16 BRIDGE Centre
- 17 Greenridge Place and Eagle Rock Heights
- 18 McCauley Lodge

Chief Executive Officer and Presidents' Message

On behalf of the Board of Directors and the Leadership team, we are pleased to report that 2018-2019 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.

It has been an eventful year with our ongoing initiative to further embed psychosocial principles into program development, delivery, and evaluation. We have continued our work on accreditation and will have our survey in December. This has been a great opportunity to ensure we have implemented best practices into all aspects of our work.

The Nigel Valley partnership program continues to evolve. This year, demolishment of some of the existing housing (BC Housing building) has begun. We will face new challenges in the coming year with assisting our tenants through the realities of the onsite activity.

Following another successful strategic plan review we have adapted our strategic priorities:

Mission

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

Vision

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.

Values

Hopeful, Respectful, Collaborative, Accountable



- Client and Family Focus We promote a culture of client and family involvement.
- **Governance** We have effective governance processes built upon best practices.
- **Excellence** We have the staff resources, organizational structure, and management practices to ensure excellence in program delivery.
- Healthy Environment We provide a healthy and safe environment for staff and clients.
- **Housing** We effectively manage our housing portfolio to support existing and future client/tenant needs.
- **Improvement** We follow a continuous quality improvement approach to ensure that our programs and services reflect leading and best practices.

We look forward to another exciting year with ongoing and new challenges and opportunities.

Our success is only possible as a result of the commitment of all of our dedicated staff. We wish to extend a special thank you to the staff at Island Community Mental Health.

Kim Duffus Chief Executive Officer 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 101 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 - Chief Executive Officer

Lee Melnyk – Director of Housing, Planning & Development

Angela Treverton – Director of Finance & Administration

Pam Lewis – Director of Programs

Amanda Jones - Manager of Human Resources

Alyson Clark – Quality Initiatives Manager

Caitlin Croft - Administrative Assistant

Adam Brooker – Bookkeeper

Director of Housing, Planning & Development

2018-2019 has been a year of reorganization and restructuring due to the changing landscape of housing at ICMH and the Nigel Valley redevelopment. Imogen Burr retired after 8 years of dedicated service as the Director of Housing and I stepped into a revised role to include housing strategic planning, and real estate development. Paula Furtado has a background in home support and was hired as our Housing Manager to manage our 204 rent subsidies and tenant relations for our 4 apartment buildings and 117 tenants. Last, but not least, is the addition of Grant Enns as our Facilities Manager who transferred to Skinner Street from McCauley Lodge where he worked for almost 30 years. Grant manages all 7 of ICMH's properties and our Maintenance team, which is comprised of 2 staff members. Both Grant and Paula have been welcome additions to our team.

ICMH's Housing Department consists of 3 main areas:

- Operations & Maintenance
- Planning & Development
- Housing Support

Capital plans were contracted out in 2018 and will assist ICMH in budgeting our resources for our long term planning. Annual maintenance plans will be implemented starting in 2019 and will ensure we are proactive and minimize any potential losses, financial or otherwise, in our buildings.

The Housing and Development Committee was created this year to provide guidance and oversight of the housing department, and to guide the housing vision for the Agency. Four Board Members sit on the Committee along with our CEO, myself and the Director of Finance & Administration.

The Nigel Valley Development is an 8.9 acre comprehensive master development led by BC Housing and includes 4 other partners including ICMH, Broadmead Care, Greater Victoria Housing Society and Garth Homer Foundation. The purpose of this redevelopment is to the balance the needs of each of the landowners, while optimizing opportunity for neighborhood transformation. In September of 2018 the District of Saanich unanimously approved the development with direction from council to the city's planning department to expedite the project. This was a huge milestone, and the project's largest hurdle, so it was very exciting for all the partners to say the least!

Vancouver Island Health Authority's (VIHA) Coordinated Access and Assessment (CAA) process has been revamped due to the merging with BC Housing. The new model is proving to have a positive impact on our clients with increased resources through a collaborative approach. Our Housing Support clients are referred through VIHA's CAA model, which aligns them with one of ICMH's Housing Coaches. This VIHA funded program provides support to 115 clients to achieve independence and recovery through a PSR-based approach.

It is very exciting times for Housing at ICMH and our team is passionate about the work we do and who we are doing it for.

Lee Melnyk Director of Housing, Planning & Development

Manager of Human Resources

Quality Initiatives Manager

We have continued to invest in a quality improvement approach to ensure our programs and services reflect leading and best practices. ICMH has demonstrated a commitment to developing initiatives that promote safe and healthy work environments for both staff and clients. Throughout 2018/19 we have continued to focus our efforts on preparations for the upcoming accreditation survey which will take place in December 2019.

Employees in 3 unions make up the majority of ICMH workforce:

- **HEU-** Mental Health Workers, Activity Workers, Cooks, Laundry Cleaners, Recovery Coaches, Employment and Education Coaches, Maintenance Workers
- BCGEU- Mental Health Workers
- BCNU- Registered Nurses, Registered Psychiatric Nurses and Licensed Practical Nurses

Years of Service	# of ICMH Employees
0-5	62
6-10	21
11-15	5
16-20	3
21-25	4
26-30	3
31+	3

- 59% of our employees receive health and dental insurance benefits
- 40 casual employees, 16 part-time employees, 45 full-time employees

Focus over the past year has been on the following priorities:

- Continued development of committees: Medication Safety Advisory Committee, Suicide Risk Management, Infection Prevention and Control, Occupational Health and Safety, and Quality Improvement
- Scheduling and rotation development for licensed care facilities
- Redevelopment of training plans for all programs

Amanda Jones Manager of Human Resources

Alyson Clark Quality Initiatives Manager

Director of Finance

Financial support for a non-profit/charitable organization comes in many forms. Whether they are 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 of support for participants and staff.

One of the large endeavors we tackled this year was the renovation of the large empty program space at Skinner Street. It was a project that we have been planning for many years and this year we were able to achieve that dream. The space has been completely renovated and includes many large offices, as well as a large group space that can be transformed into two smaller spaces when needed. We would like to sincerely thank the families of Dorothy Grieve and Arthur Elmes whose bequests made the construction possible. We would also like to thank Green Island Builders for their hard work in helping us to bring our vision to a reality.

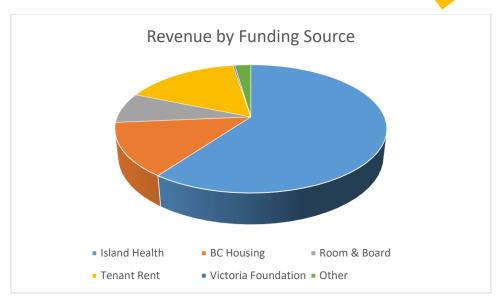
Another pleasant surprise this year came in the form of a partnership with Annise Lorel at Bespoke Blossoms. She approached us with a desire to spread the word promoting mental wellness through flowers and photography. She worked tirelessly with photographer Tristen Williams to create a calendar featuring mental health advocates to help promote awareness and destigmatize the topic of mental health. Thank you Annise and Tristen. Your dedication to this cause has been inspiring.

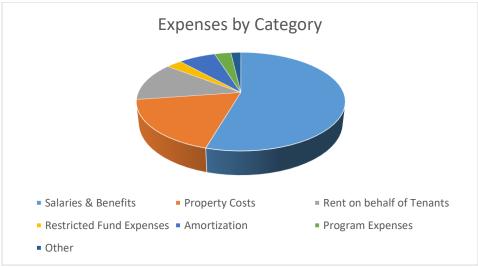
We also had monetary donations that were put to good use. For the second year in a row \$1000 was donated from the Times Colonist Literacy Fund to the Joan Dumka Bursary Fund. Because of this, and other donations, we were able to award \$1700 in bursaries to 11 clients to aid in their continued education. We also received almost \$10,000 in the form of smaller donations from various individuals. Would like to thank each and every one of them for taking the time to consider us in their generosity. 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.

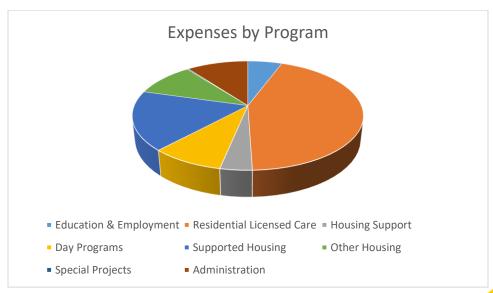
At the end of the fiscal year an external audit was performed by Grant Thornton LLP. It was a success with no material misstatements noted. Thank you to everyone for your continued dedication in keeping our agency doing what it does best.

Angela Treverton

Director of Finance & Administration







Program Reports

GROW >> At school. At work. In your community.

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.

Young Adult Stream



PEERS and Greenridge Place, Eagle Rock Heights, and GROW

Program for the Education and Enrichment of Relational Skills (PEERS) is a 16 week evidence based social skills intervention for motivated young adults who are interested in learning skills to make/keep friends and develop romantic relationships. During each group session, young adults are taught important social skills and are given the opportunity to practice these skills. Two successful groups ran in 2018, one at GROW and one at Eagle Rock Heights.

Young Adult Social

The Young Adult Social provides a space for young adults at GROW to connect and build healthy friendships in a safe environment. Each week there is a new activity such as games, TED Talks, cooking, recreation, kickboxing, hosting guest speakers and more. Young adults provide feedback with what activities they are interested in and can even facilitate teaching a new activity or skill to the group.

Supported Leisure Services



Rec Connect

The Rec Connect group consists of 6 leisure education sessions aimed to help individuals work through any perceived challenges to participating in the community. Individuals learn new skills to help with building confidence, budgeting, socializing, finding community resources and planning for future leisure and recreation opportunities. Along with the leisure education sessions are tours of community recreation centers around the Greater Victoria Region.

Power to Be

GROW has collaborated with Power To Be for over 4 years. Power To Be believes that everyone belongs in nature and supports individuals through inclusive adventures rooted in the outdoors. This program helps participants to feel empowered and explore new interests and activities like canoeing, hiking, bouldering and kayaking.

Yoga at the YMCA

This program was based out of the Downtown YMCA which provided GROW participants with the opportunity to try out community-based yoga classes. Accompanied by the Recreation Therapist, participants were encouraged to attend the weekly group and eventually take on the yoga practice independently.

Newly Established Groups and Community Partners

Stigma Free Society Workshop

Robyn Thomas from the Stigma Free Society presented to staff and participants on how individuals in workplaces, schools and organizations can create safe and inclusive environments that break down stigma and support recovery. She shared her personal journey with mental illness and how she was able to overcome self-stigmatizing thoughts and find a place in recovery.

Dance and Movement Group

Over the past year, GROW has offered three Dance and Movement classes, two of which took place at Vic West Community Centre. A community dance/movement therapist leads the group through activities from free movement exercises to choreographed dances. Participants benefit from the physical movement, emotional expression and social connections in a community setting with the support of a recovery coach.

Cognitive Behavioral Therapy Initiatives

CBT Workshops

Cognitive Behavioral Therapy (CBT) helps people to develop coping strategies and skills to support recovery. GROW has offered The Changeways Clinic Core Program (an evidence-based psychoeducational group therapy protocol) for people with depression and/or anxiety since 2015. Recently we have added CBT workshops to support clients' practice of the skills. These are open to anyone at GROW – those wanting to refresh their skills and those who have never taken CBT before.

Aging Well CBT

GROW has partnered with Island Health to offer the Aging Well CBT program for individuals aged 65 years and older. This group also utilizes The Core Program but with an approach adapted to meet the unique needs of the aging population.

Danielle Weir Recreational Therapist

Jennifer Sandberg
Occupational Therapist

NetWorks >> Supported Education & Employment

Our evidence-based Supported Education & Employment program is an individual support model. 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.

Growth, Training & Statistical Fidelity

The team has continued to grow! Last year was the addition of a Team Lead position and this year the Education team has grown from 1.2 FTE to 2 FTE. This growth has allowed NetWorks to establish a supportive Employment & Education presence at two of our licensed care facilities: Greenridge Place and Eagle Rock Heights.

This past year we have ensured the entire team is Individualized Placement & Support (IPS) trained. All coaches have completed the IPS Specialist Training. Additionally, the Program Manager and Team Lead completed the IPS Management Training. Team members were also trained in the theory and practice of psychosocial rehabilitation and recovery-oriented practice.

A program with proper leadership and a full complement of well trained staff can produce great outcomes! A major focus of this past year has been in making outcomes and statistics meaningful. Meaningful not only to our providers locally and federally, but also to the NetWorks staff and its participants. We have successfully integrated the Penelope system and fulfilled all of our reporting requirements, all with an eye for deepening the validity and accuracy of the process.

James Kerr Team Lead

Seniors' Support Network

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

MISSION: To 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 to increase confidence through skill building and life enriching activities.

The Seniors' Support Network (SSN) 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.

The SSN continues to run two successful groups every Wednesday morning and afternoon. Both of these groups are now full to capacity with a maximum number of 12 participants in each group. There are also several people on a waiting list to enter the program, 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 out in the community throughout the week. We have recently initiated a drop-in coffee group on Saturday mornings at the White Spot Restaurant, in addition to the Wednesday group sessions. The drop-in coffee group will be facilitated by a staff member for the first few weeks, and then will continue with the clients meeting each other on their own.

Programming for SSN includes yoga/qi-gong, travel talks by an archaeologist from UVIC, music bingo, karaoke, community outings once a month, and peer teaching. The peer teaching has included various art projects (taught by clients who are artists and/or teachers), Chinese brush painting, and educational travel presentations (i.e. Lebanon, Nepal and India). Clients also enjoy 'show and share' – a chance for participants to bring in something meaningful to them and to learn about each other in a unique way.

Melanie Funk Program Coordinator

> "This is such a freeing and nonthreatening place. Coming here has introduced me to a lot of kindred spirits" — SSN Client

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

VISION: Interdependent individuals taking an active role in the community of their choice.

MISSION: To facilitate life enhancing experiences, skills, and behaviors for 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 is open Tuesdays, Thursdays, and Fridays from 9:00am to 2:00pm. The program provides opportunities for the development of social skills, achievement of goals, and helps to build interdependence, rather than dependence.

The BRIDGE Centre continues to focus on program goals, and to that end has broadened client's experience of community by supporting participants to attend music and dance gatherings twice a month. Opportunities are in abundance to socialize with other people, dance, sing, and play instruments.

The clients continue to volunteer at the Mustard Seed, and have extended their commitment to twice a month. This is a wonderful opportunity for participants to give back to their community, and to feel useful. The clients always look forward to this outing and talk excitedly about their experiences.

The BRIDGE Centre clients have recently started using the HandyDART as a means of transportation for group outings. This provides opportunities for more varied and interesting outings, such as the Aviation Museum and Heritage Acres. Clients have enjoyed new experiences and delight in engaging with different people and places.

The BRIDGE Centre is now running at full capacity. Programming includes exercise (walks, dance, and yoga), creative art projects, volunteering, community outings, 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 17 staff consisting of mental health workers and a Director of Care. The goal of this program 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
- 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 day 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
- 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 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 nursing, mental health workers, cooking, and cleaning staff. The quality care we provide 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 workshop, 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 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; days and evenings 0700 2300
- Continuing staff training including but not limited to:
 - Violence prevention
 - o Introduction to psychosocial rehabilitation
 - Naloxone administration
 - Foodsafe
 - o Falls prevention
 - o Hand Hygiene
 - ASIST

McCauley Lodge looks forward to proceeding toward achieving accreditation as it challenges the team to continually raise the bar toward excellence in resident care.

Some recent changes include Candice Peterson BScN, RN coming on as McCauley's Director of Care and longtime McCauley manager Grant Enns changing roles within ICMH to overall agency Facilities Manager.

Candice Peterson
Director of Care



Connect With Us!

250.389.1211

info@icmha.ca

www.icmha.ca

ANNUAL REPORT 2018-2019