

# Annual Report 2008/2009

## Report From The Board Of Directors President And The CEO

The past year has been one of incredible change on a global scale. Economic and social change resulting from the global economic crisis have been felt by all individuals, families and organizations throughout our communities. Acknowledging that opportunities exist even in difficult times, CMHA Lambton has faced these challenges head on, redoubling our efforts to improve our performance, ensuring the best quality services for our clients, maximizing the use of our resources, ensuring that our capacity to meet the needs of our community continues to grow, reaching out to our partners, ensuring integration and eliminating gaps in service, and, supporting our employees, ensuring retention of a vibrant and competent workforce.

Most notable among our efforts, at all levels of our organization, has been our commitment to our core business of improving services for, and indeed, improving the lives of people with mental illness and their families in all of our communities.

Looking back over the past year, we have celebrated many successes and identified a number of challenges. While these highlights are far too many to detail in this report, some of the key highlights are identified below. Consistent with our Strategic Plan, these highlights are categorized as service effectiveness (including research and best practices), health system transformation and partnership development, and governance excellence.

### **SERVICE EFFECTIVENESS (Including Research and Best Practices)**

Without additional funding, we expanded early intervention in psychosis programming, adding a Registered Nurse to the team, and enhancing our holistic approach to caring for youth and young adults with psychotic disorders to include assessments and treatment for metabolic disorders. To support our ongoing effort to engage community support for early intervention in psychosis, we shifted our education, health promotion and identification focus to target youth and educators, in addition to our ongoing commitment to our workplace health promotion and mental illness awareness education. In an effort to reduce wait times for service and to ensure a successful step down process for individuals completing intensive case management services, we implemented the aftercare program, successfully transitioning 67 individuals to discharge.

Our efforts to engage the community and our partners have resulted in greatly increased demand for our service. These demands are indicative of our success, but they also challenge our ability to respond, as our capacity has not kept pace with the demands. Indeed, over the past year, we have seen referral rates for case management and/or brief services for short term services rise to 11 new referrals per week; an increase of 20% over the previous year. Similarly, referrals for early intervention in psychosis have increased to 3 new referrals each month; an increase of 100%. We have also seen a steady increase in demand for our depot medication and clozaril clinic, with a 20% increase in active clients over the previous year.

With respect to research and best practices, we completed, in partnership with Bluewater Health and York University Faculty of Nursing, our research on community based discharge planning for inpatient mental health programs. We are proud to report that this work has been recognized by the Association of General Hospital Departments of Psychiatry for innovation in service integration. On a similar note, this time in partnership with CMHA Windsor-Essex and CMHA Chatham-Kent, we participated as a pilot project in the Ontario Common Assessment of Need project, promoting best practice in assessment, service planning and program evaluation.

### **HEALTH SYSTEM TRANSFORMATION AND PARTNERSHIP DEVELOPMENT**

At the local level, most notable among our many partnerships and health system transformative activities of the past year, is our successful integration of medical leadership across the continuum of mental health care in Lambton County. The appointment of Dr. G. Jaychuk as Medical Director of CMHA Lambton, coupled with his appointment as Medical Director of Psychiatry at Bluewater Health, and his appointment to the Faculty of Medicine at the University of Western Ontario, we believe to be a first in the province of Ontario. Dr. Jaychuk's leadership has already done much to improve integration across Bluewater Health and CMHA programs, and we anticipate that this good work will continue to result in system performance improvement.

At the regional Erie St. Clair Local Health Integrated Network (LHIN) level, we have continued our transformative partnership work with CMHA Windsor-Essex and CMHA Chatham-Kent.

**Report From The Board Of Directors President And The CEO***Continued from Page 1*

Indeed, we have initiated several collaborative projects and joint ventures, including shared services in the areas of finance and human resources support. We have engaged in dialogue at every level of the organization, from direct service, through administrative support, operational and executive leadership, and governance, to find opportunities to strengthen our collaborative efforts. These efforts have extended to a major study, commissioned jointly and conducted by an independent consultant to determine the viability of and assess the cost and benefits of a merger of our three organizations. The results of this study are currently under review by each of the Boards of Directors, and much dialogue will be required prior to a decision on this critical project.

In addition to our important work with Bluewater Health and the CMHAs across the Erie St. Clair LHIN, we have sought opportunities to increase our collaboration with primary care providers and community care chronic disease management health care providers, as well as children's mental health, housing and other social service sector partners. Of particular note, we have increased our engagement of our First Nation partners, having increased our presence and indeed our service delivery capacity in Kettle and Stony Point, Aamjiwnaang and Walpole Island First Nation. We are encouraged by the positive and open reception to this engagement and we look forward to further strengthening these collaborative relationships as we go forward.

Finally, the past year marked a further milestone in health system transformation in Ontario with the execution of the first Multi-Sector Service Accountability Agreements between health service provider organizations, including CMHA Lambton and the Local Health Integration Networks. This process necessitated careful examination of our services, business and risk management processes, and as such, has helped to prepare CMHA for the future.

**GOVERNANCE EXCELLENCE**

Certainly, governance excellence has already been well demonstrated in the leadership of our Board of Directors, having undertaken a major review of the opportunity for transformation through merger. Leadership of this caliber requires a measured approach, balancing vision and strategic thinking with risk taking and careful planning; equally, leadership of this caliber requires a considerable investment of time and work by our volunteer governors. Our Board of Directors has risen to this challenge, having dedicated themselves to extensive training and board development, as well as an intensive and demanding project schedule, including many additional meetings on both a local and a LHIN-wide basis.

This commitment has strengthened relationships at the governance level across our three CMHA organizations and we are certain that it has strengthened CMHA Lambton's strategic position as a leader in the Erie St. Clair LHIN.

Consistent with similar organizations throughout the Erie St. Clair LHIN, we have also supported the Consumer/Survivor Association of Lambton, and the Lambton Family Initiative to build a strategic alliance and strengthen their capacity to provide self help, support and advocacy for the needs of consumer/survivors and families. This integration will no doubt lead to a greater depth of consumer/survivor and family engagement and leadership.

We would be remiss in talking about governance excellence were we not to recognize Forbes McLellan as he retires from our Board of Directors. Forbes has served CMHA Lambton for nine years as a Director. During this time, he has taken on many critical roles, having participated on our Governance Review Task Group, our CMHA Tri-County Collaboration Agreement Task Group, and our Accreditation Governance and Leadership Team to name a few. Forbes notably also served as President of the Board for two years, and retires having completed two years as Past President. Throughout his tenure, and with every role and task he undertook, Forbes exemplified CMHA's values of integrity, leadership, compassion and collaboration. We thank Forbes for his dedication to CMHA; his wisdom and leadership will be greatly missed.

**LOOKING AHEAD**

As we look to the future, we can predict with certainty that just as CMHA Lambton has never been content to stand still; we have always sought new opportunities for improvement and growth. We have embraced change and we will continue to do so. Of particular note, we look forward to increased integration of psychiatry into CMHA services, with particular emphasis on initiatives in dual diagnosis, mental health and law, concurrent disorders, and specialized geriatric mental health services. We look forward to a new era in labour relations with our bargaining unit partner, OPSEU. We look forward to positioning CMHA for strength and growth with strategic and operational alignments throughout the Erie St. Clair LHIN. Indeed we look forward to realizing our vision that "CMHA Lambton will be an acknowledged leader and centre of excellence in the delivery of comprehensive mental health services."

*Alan Stevenson*  
Chief Executive Officer

*Charles Fisher*  
President, Board of Directors

## Branch Services Profile

### SELECTED SERVICE HIGHLIGHTS OF THE PAST YEAR

#### **Aamjiwnaang First Nation Partnership**

The Canadian Mental Health Association continues to expand our rural services throughout Lambton County. As of May 2009, we have entered into a partnership with Aamjiwnaang First Nation. We are pleased to begin offering clinical case management services to Aamjiwnaang one day per week. Our new partnership with the Aamjiwnaang Health Centre will be an opportunity to work in partnership, as we blend western and traditional services together. This unique blending of services will support the ongoing mental health needs of the Aamjiwnaang people.

We are also excited to announce that CMHA Lambton and CMHA Chatham are working together to formalize mental health services for the people of Walpole Island. Services will be offered on a weekly basis through our partnership with the Walpole Health Centre and CMHA Chatham. This joint venture will be an exciting opportunity to enhance the quality of life of people with mental illness.

#### **Partnership with County of Lambton Housing Services Department**

CMHA Lambton and the County of Lambton Housing Services Department have long enjoyed a positive and fruitful working relationship. Over the years, many clients have been supported through the Rent Geared to Income Program. The staff team at Lambton County has and continues to work in conjunction with our

agency to support our mutual clients in the community.

In 2004, the Ministry of Municipal Affairs and Housing designed and rolled out a long term rent supplement funding initiative entitled the "Strong Communities Rent Supplement Program." One component of this multi-faceted project was a partnership with the Ministry of Health and Long Term Care agencies. Since early 2005, this partnership has provided targeted rent subsidy for three clients receiving formal Clinical Case Management Support Services to maintain tenancy and live independently in their own community.

This year, the County of Lambton is partnering with CMHA Lambton to again offer rent subsidy for three new clients of CMHA under a new project called the "Canada-Ontario Affordable Housing Program." By early summer 2009, three clients receiving Clinical Case Management Services will be moved into a newly remodeled apartment building in Sarnia.

This joint venture has resulted in a significant improvement in the quality of life for clients. The Housing Services Department at the County of Lambton demonstrates an openness and flexibility in collaborating with CMHA to make these projects successful.

The CMHA Supportive Housing Supplement Program looks forward to an ongoing partnership with the Housing Services Department at the County of Lambton to support our mutual clients.

#### **Mental Health Court**

Increased access to provide psychiatric assessment and follow up has been recently secured for individuals in the Court Outreach and Diversion Program at CMHA Lambton.

Currently, CMHA is part of an initiative led by The Honourable Judge Deborah Austin, to introduce a Special Needs Court this fall.

A court of this nature is based on the collaboration of several community service agencies and justice services, in order to provide joint problem solving in cases where special needs, such as mental illness, are a factor in criminal charges. Through the commitment of over a dozen local social service and justice providers to the Lambton Human Services and Justice Coordinating Committee, initiatives such as the Special Needs Court subcommittee are made possible. This collaboration has had a tremendous impact on the lives of individuals suffering from mental illness or other disorders that have come in contact with the law.

### ADMINISTRATION

CMHA Lambton Administration is the resource support infrastructure for the agency's staff and programs that service our community.

### INTEGRATED CLIENT SERVICES

- **Intake Team:** Provides a single point of access and initial assessment for all community based mental health services in Lambton County. As well, provides discharge planning for all referred patients on the Mental Health Unit at Bluewater Health. Clients served: 427.
- **Intensive Case Management:** Provides bio-psychosocial rehabilitation emphasizing client choice, empowerment, and individual strengths. Services include care planning, problem solving and education on health and medication. Advocacy in accessing financial benefits, housing, food, clothing and community health services.

Crisis prevention, consultation and coordination, monitoring, support and life skills are also important functions. Clients served: 488.

- **Psycho-educational Groups:** Groups provide education and support to clients of CMHA. Topics identified are specific to the needs of the target group. Education topics are identified by members and deal with a variety of issues. Clients served: 199.
- **Depot/Clozaril Clinic Services:** Provides administration of depot medication and assessment and monitoring of individuals receiving injections and clozaril. The service is provided at the agency, in a client's home or at our satellite offices in Kettle Point and Petrolia. Clients served: 120.

*Continued on Page 4*

**Branch Services Profile***Continued from Page 3*

- Diabetic Clinic:** Provides a multidisciplinary diabetes screening, prevention and support program. It includes advanced foot care, the support of a Nurse Practitioner and health teaching related to nutrition and lifestyle changes. Clients served: 22.
- Early Detection and Intervention Services:** Provides early intervention services to individuals who are experiencing a first onset of psychosis. Services include: screening, comprehensive assessment, individual treatment planning, reintegration support, family engagement, community awareness and education. Clients served: 111.
- Concurrent Specialist:** Provides screening, assessment and individualized treatment planning for concurrent disorders. Additionally, the Concurrent Specialist will coordinate and provide training regarding the complex care required for individuals with a concurrent disorder. Clients served: 30.
- Vocational Program:** Assists clients to explore, secure and maintain educational, volunteer and employment related activities. Clients served: 77.
- Trustee Services:** Assists individuals with serious mental illness to develop the necessary skills to manage their financial affairs. Clients served: 13. Budget Basic Group. Clients served: 13.
- First Nations Case Management:** Provides Intensive case management onsite at the Kettle Point Health Centre and Walpole Island Social Services. Clients served: 18.
- Supportive Housing:** Provides safe, affordable housing through a rent supplement for individuals who are homeless or at risk of homelessness. This program also offers intensive case management to those clients. Subsidy is provided for 81 units plus case management for 6, in partnership with the County of Lambton. The Housing Specialist also acts as a resource to the Case Management Team for any other housing issues.
- Court Outreach and Diversion Services:** Provides support and diversion to individuals with a mental illness who are involved with the Justice System. Clients served: 85.
- Release from Custody:** Provides in-reach services and follow up care to individuals in secure custody. Support is provided to integrate back into the community as well as coordination of mental health follow up care. Clients served: 56.
- Crisis Safe Beds and Emergency Housing:** Provides immediate support and outreach to individuals suffering from mental health issues in need of emergency or stable housing. Clients served: 244.

**SERVICE HIGHLIGHTS**

Fiscal Period  
April 01, 2008-March 31, 2009

**Integrated Client Services**  
1818 unique individuals received services through these various programs (not including service to non-registered individuals)

**Preventive Education Program**  
2698 individuals attended these programs

- Dual Diagnosis Nurse Specialist:** Provides nursing assessment and support to dually diagnosed individuals. The nurse works with individuals, their families and other service providers to develop crisis prevention plans, facilitate community integration and coordinate developmental and mental health services. Clients served: 39.
- Short-term Services:** Provides access to nursing and/or social work services including assistance in engaging physicians in the treatment of moderate mental illness such as anxiety disorders, depression, etc., symptom management, health education and crisis/relapse prevention planning. Clients served: 122.
- 24 hour Mobile and Telephone Crisis Intervention:** Provides telephone and mobile crisis response to anyone who may be suffering from mental illness, anyone who is in crisis related to a mental health problem or anyone in the community who is experiencing thoughts of suicide. Clients served: 1305.

**PREVENTIVE EDUCATION PROGRAM**

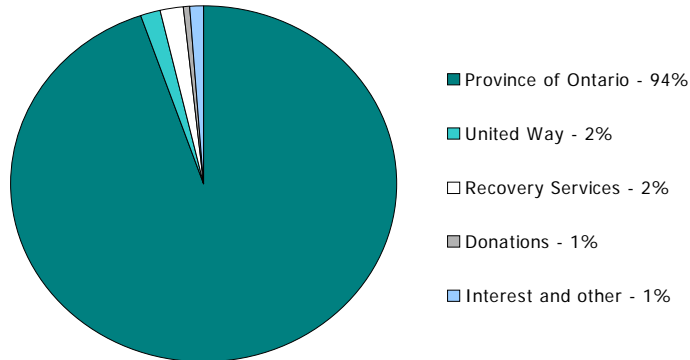
Presentations delivered through our Preventive Education Program are designed to enhance the public's general understanding of mental illness, to reduce stigma, and to promote emotional wellness in our schools, workplaces and the community.

- Mental Illness Awareness** presentations provide an overview of mental illnesses. Symptoms and treatment options are described and discussed, and available community resources are highlighted. The **Partnership Speakers Bureau** presentation features individuals and family members who have experience with mental illness. They openly share their powerful and personal stories. In total, 44 presentations were delivered to 873 individuals; 70% of those participants were high school students. Since early intervention is vital to treatment and recovery, we believe strongly that presentations to youth are a priority.
- Stress Management** presentations address stress by encouraging participants to consider the extent to which it is affecting their personal and/or work lives, and to explore ways to eliminate or cope with stressors. Stress is acknowledged as a risk factor for mental illness. Eleven presentations were delivered to 191 participants.
- Self Esteem is Elementary** is a six week classroom series designed to give children, grades 5-8, the confidence and tools to face life's challenges. The program was delivered in 24 classrooms throughout Lambton County to 466 students. CMHA would also like to acknowledge the contributions of our 8 committed volunteers who help deliver the program in our community.

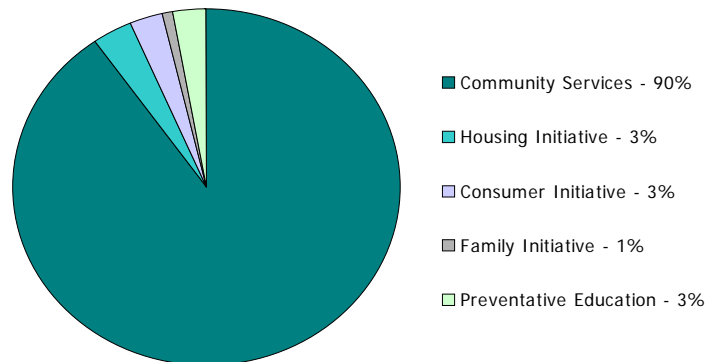
## Financial Summary 2008-9

Statement of Revenue and Expenditures  
April 1, 2008 to March 31, 2009

Revenue by Source - \$4,200,474



Expenses by Program - \$4,209,255



## Balance Sheet -- As at March 31

Assets	2009	2008
Current		
Cash	\$ 1,495,612	\$ 1,380,121
Accounts receivable	47,218	61,514
Due from Lambton County MH Foundation	207,152	171,500
Prepaid expenses	4,725	429
	<u>1,754,707</u>	<u>1,613,564</u>
Long-term investments	505,851	485,134
Capital assets	859,239	877,657
Total Assets	<u>\$ 3,119,797</u>	<u>\$ 2,976,355</u>
<b>Liabilities and Net Assets</b>		
Current		
Accounts payable and accrued liabilities	\$ 478,713	\$ 353,807
Due to Province of Ontario	63,511	53,875
	<u>542,224</u>	<u>407,682</u>
Deferred contributions related to expenditures of future periods	1,386,461	1,359,143
Deferred contributions related to capital assets	142,313	142,313
	<u>2,070,998</u>	<u>1,909,138</u>
Net assets		
Invested in capital assets	716,926	735,344
Unrestricted	331,873	331,873
	<u>1,048,799</u>	<u>1,067,217</u>
Total Liabilities and Net Assets	<u>\$ 3,119,797</u>	<u>\$ 2,976,355</u>

Full audited financial statements are available on request. Administrative expenses are incorporated into the programs.

## Early Detection in the School Setting

According to the National Institute of Mental Health, one half of all lifetime cases of mental illness begin by the age of 14, and three quarters have begun by the age of 24. High school is a key setting for youth who may be experiencing the early signs of mental illness. Research has consistently shown that teachers and guidance counsellors play an important role in the recognition and support for students with mental health problems. Peers are also in a unique position and could be the first to notice changes in a friend who may be struggling with an undiagnosed mental illness. Youth will approach friends, family and teachers before doctors for help (Kutcher et al 1996). A supportive network of friends, family members and school personnel can greatly increase an individual's chance of recovery.

As local educators were noticing an increase in youth presenting with mental health issues, invitations were extended to CMHA Lambton to speak to school personnel from both the Lambton Kent District School Board and the St. Clair Catholic District School Board. Without a doubt, the most compelling element to these presentations has been the courage and honesty of a local 21 year old, who shared his own personal experience with mental illness and his road to recovery, with those educators.

In recent years, there has also been an increase in requests from secondary school teachers to attend their classrooms to speak to the students about mental illness. In September 2008, a resource package was made available to teachers as a supplement to a presentation by CMHA staff. Teachers have added the resources to their own curriculum, or provided the information to students to assist them with researching topics related to mental illness for classroom assignments. Last year, 70% of the Mental Illness Awareness presentations delivered by CMHA staff were delivered in secondary school settings. Since early diagnosis can lead to better outcomes, it is essential that educators and peers be able to recognize the signs of mental illness so that early intervention is encouraged. As an organization, we are pleased with the partnerships that have been forged with local educators and students and we look forward to continuing our work in this sector.



**CANADIAN MENTAL HEALTH ASSOCIATION**  
Lambton County Branch

210 Lochiel Street  
Sarnia, ON N7T 4C7  
Phone: 519-337-5411  
Fax: 519-337-2325

Email: [general@cmha.sarnia.net](mailto:general@cmha.sarnia.net)  
Website: [www.cmhalambton.org](http://www.cmhalambton.org)

**Lambton Mental Health Crisis Services**  
519-336-3445 or 1-800-307-4319

**Board of Directors 2008-2009**

Charles Fisher [President]  
Forbes McLellan [Past President]  
Helen Turner [Vice President]  
Gisele LaBrosse-Moore [Treasurer]  
Paul Black                      Doug Warn  
Glenda Kerr                      Don Schenk  
Connie Ptolemy                      Elizabeth Seabrook  
Susan Weatherston                      Jon George

*We thank and acknowledge  
Forbes McLellan*

Recipient of this year's *CMHA Ontario Distinguished Service Award*. Forbes is retiring from the CMHA Lambton Board of Directors in June, 2009, following nine years of dedicated service. He will be missed by the Board of Directors and staff for his wisdom, leadership and compassion.

**Foundation**

We would like to express our appreciation to the Board of Directors and Volunteers of the Lambton County Mental Health Foundation for their contributions and dedication during the past year.

**CANADIAN MENTAL HEALTH ASSOCIATION  
LAMBTON COUNTY BRANCH**



**Mission**

To advocate and provide quality supports and services with and for people with mental illness, and to enhance, maintain and promote the mental health of all individuals in Lambton County.

**Vision**

CMHA Lambton will be an acknowledged leader and centre of excellence in the delivery of comprehensive mental health services.

**Values**

- Social Justice
- Individual and Collective Responsibility
- Access to Appropriate and Adequate Resources/Supports
- Self-Determination
- Community Integration
- Integrity
- Partnership
- Excellence
- Accountability
- Creativity

**Supported by:**



*Proudly...  
A United Way  
Member Agency*

