

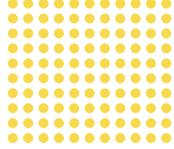
annual report **2020/2021**



canadian mental health association  
**Lambton Kent**



Canadian Mental  
Health Association  
Lambton Kent  
*Mental health for all*



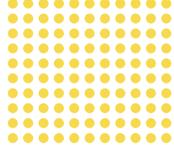
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## Supported by:





# A Message from Our Board Chair and Our President and Chief Executive Officer

## ACTIONS SPEAK LOUDER THAN WORDS: LIVING OUR MISSION, VISION AND VALUES

Much like the rest of the world, 2020/21 was a year that provided Canadian Mental Health Association (CMHA) Lambton Kent with both obstacles and opportunities the likes of which we had not experienced previously. To say that we are extremely proud of the way in which our teams have responded to these challenges would be an understatement. Board members, staff, volunteers, partners and supporters have proven themselves to be our greatest strength during these difficult times. We are humbled and grateful.

From the rapid deployment of resources and equipment to prepare staff to work from home to the actual delivery of virtual client care along with well-protected, face-to-face care for clients in need, our team demonstrated the mission, vision and values of our organization through their thoughtful, considered approaches to care. This focus on the mental health needs of people in our communities was even more remarkable as it took place

during a time when everyone was experiencing the personal stress associated with the pandemic.

Simultaneously, we continued our efforts in achieving the goals laid out in our 2019-2024 Strategic Plan through advancement of key initiatives and through opportunities that presented themselves throughout the year. Among these activities, we strengthened key partnerships within the Chatham-Kent and Sarnia Lambton Ontario Health Teams, worked on initiatives to deliver care to underserved populations in Kent and Lambton counties, continued efforts to establish ACCESS Open Minds site in Sarnia Lambton and increased public communications.

As we move forward, we are encouraged by the new understanding and appreciation within our communities about the need for mentally healthy people in a healthy society. At CMHA Lambton Kent, we appreciate the trust placed in our team to serve our communities and are confident in our ability to do so.



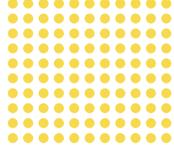
**Gail Mitton**

Board Chair



**Alan Stevenson**

President and Chief Executive Officer



## Vision, Mission and Values



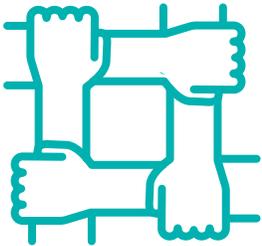
### VISION

**MENTALLY HEALTHY PEOPLE IN A HEALTHY SOCIETY.**



### PURPOSE

As a leader and champion for mental health, CMHA Lambton Kent provides services and facilitates access to the resources people require to maintain and improve mental health. Our efforts promote community integration, build resilience, and support recovery from mental illness and addictions.



### KEY VALUES AND PRINCIPLES

Embracing the voice of people with mental health issues

Promoting inclusion

Working collaboratively

Influencing the social determinants of health

Focusing on the mental health needs of all age groups

Using evidence to inform our work

Being transparent and accountable

## Board of Directors

*Chair / Gail Mitton*

*1st Vice-Chair / Becky Bellavance*

*2nd Vice-Chair / Fraser Godfrey*

Jordan Dufton

Victoria Ennett

Crystal George

Sarah Herr

Darryl Moore

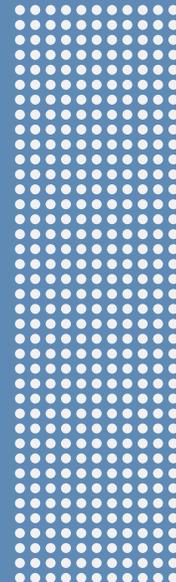
Carilyn Piquette

Barry Rivard

Jacquelynne Stuart

Catherine Van Arkel

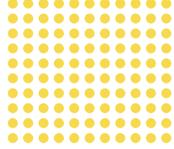
Leah Willemse





# here's what we've been up to this year.

**With the ever-changing, unprecedented situation brought about by COVID-19, we relied heavily on our Strategic Plan 2019-2024 to guide our decisions in support of uninterrupted, high quality care for clients. It is no surprise that many decisions made in response to the pandemic contributed to our longer term goals and simultaneously provided us with opportunities to demonstrate client and family centred care, exhibit leadership, advance our communications efforts and improve the overall quality of care we deliver in our communities.**



## Safe, Uninterrupted, Quality Care

As mental health care providers, during a pandemic, we knew from the first that we needed to ensure the public still had access to the critical care we deliver. We also had a responsibility to our acute care partners as they responded to overwhelming demands on their services. To chart a path forward, we assessed programs and services in detail to determine which ones required in-person delivery, which could continue in a virtual model and how we could redeploy staff to meet these needs in a safe and timely manner.

The mental health care sector had long been looking to further virtual care delivery models and the onset of the pandemic certainly increased the timeline of that work. Virtual care proved to be very useful during the pandemic for many people and programs. We piloted virtual delivery of Psychotherapy, Adult Essential Dialectical Behavior Therapy (DBT Group and Anxiety Groups, which received positive feedback from participants.

Virtual care delivery however was not viable for everyone. With much consideration and the implementation of safety protocols, we were able to ensure uninterrupted or increased delivery of care through the programs and services such as the following:

The Long Acting Injection Clinic is important for clients who rely on our team to administer and monitor psychiatric medications. Disruption to this service could have had devastating impacts on the lives of clients and their families.

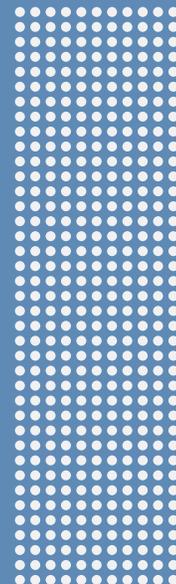
Enhanced discharge planning through the In Home Hospital program helped stabilized patients leave Bluewater Health or Chatham-Kent Health Alliance hospitals with appropriate community supports and follow up, ensuring capacity for additional patients.

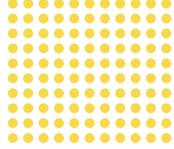
In partnership with the Sarnia Police Department and Lambton County OPP, the Mental Health Engagement and Response Team (MHEART) continued to attend calls. Clients were connected to care in the community or acute care as appropriate, avoiding unnecessary hospital and justice interactions.

Our Housing Team worked closely with homelessness response providers in Chatham-Kent and Sarnia Lambton. Through this work, we establish or re-establish relationships with individuals to assess their mental health needs, link them with mental health supports as required, and to establish plans for roots to permanent housing with supports and improved quality of life and health.



**7,251 INDIVIDUALS  
SERVED**





## Leadership, Partnership and Collaboration

One of our greatest strengths is our ability to work closely with our partners as leaders and experts in our sector. This has proven even more true during the pandemic.

In addition to his role as CEO and President at CMHA Lambton Kent, Alan Stevenson accepted the position of vice president mental health and addictions at Chatham-Kent Health Alliance. This collaboration will improve care for clients and patients as they access both community and hospital supports. Paula Reaume-Zimmer, in addition to her roles with CMHA Lambton Kent and Bluewater Health has accepted the executive director position at Lambton Elderly Outreach.

CMHA Lambton Kent is a core partner in both the Sarnia Lambton and the Chatham-Kent Ontario Health Teams (OHT). Once established and fully operational, OHT will be responsible for delivering care for their patients, understanding their health care history, easing their transition from one provider to another, directly connecting them to the different types of care they need and providing 24/7 help in navigating the health care system.

Alan Stevenson held the position of co-chair of the Lambton-Kent Non-Hospitals COVID-19 Response Planning Table for Ontario Health. Over the course of the year, the work of that table pivoted away from initial emergency response and communication to planning for future growth and demand and coordination amongst mental health and addictions providers, and the importance of linkages and collaboration with primary care as primary care readies itself for increased demand for mental health and addictions services.

Our five-year research project and transformation youth initiative of ACCESS Open Minds finished and results will be public in late 2021. Recognized as a leading site for youth involvement in the national research, the Chatham-Kent team has transitioned to operate with funding under the Youth Wellness Hubs Ontario framework as part of the Centre for Addiction and Mental Health.

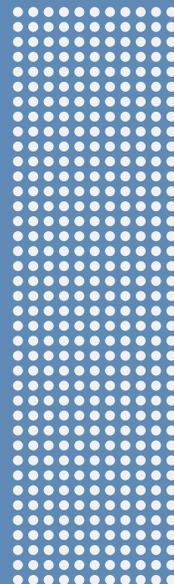
We welcomed national media exposure in 2020/21. ACCESS Open Minds Chatham-Kent was highlighted as a promising solution to the issues that young people are experiencing in The Toronto Star and on CBC, The National. On behalf of the Graham Boeckh Foundation, Bell Media highlighted our work in a pan-Canadian series of videos on youth mental health.

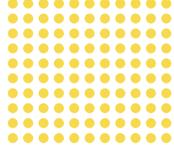


**1,385 INDIVIDUALS**  
SERVED THROUGH THE  
HOUSING PROGRAM



[> Watch Bell Media Video](#)





## Supporting Community During the Pandemic

### Implementing “Working From Home”

The transition to ensure that all staff had the ability to ‘work from home’ using a virtual care delivery model took place over the course of about two weeks. This was no small feat as it required a significant effort to ensure the IT requirements were in place, confidentiality and privacy guidelines were well-defined, communication practices between teams and their respective managers were established and we maintained contact with clients in alignment with their level of risk.

### Accessible Data

Understanding data in real time, particularly with a remote workforce, enables leaders to make decisions about care and supervision in a timely manner. With the adoption of Power BI and personalized reports, we now have access to client data and trends within 24 hours.

### The Wellness Committee

Throughout the pandemic, the Health and Wellness Committee provided employees with resources to help them manage their mental and physical well-being. From a walking challenge to learning opportunities, the Wellness Committee has emphasized supports for the health and wellness of employees with resources around mindfulness, exercise, nutrition, personal development and promotion of our Employee Assistance Program.

### Recruitment

Recruitment, virtual interviews and onboarding of new employees looked quite different in 2020/21 as we adjusted to the realities of the pandemic. After testing our new process using a Plan Do Study Act approach, we welcomed 23 new team members to CMHA Lambton Kent (compared to nine new employees in 2019/20) and achieved shorter recruitment cycle timelines. This brings our total number of employees to 160.

### Communications

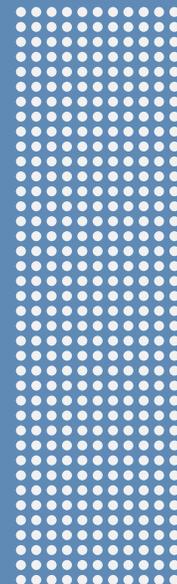
In a time with so many unknowns, increased communication was critical internally and externally. Internally, we developed consistent products to help people to stay informed. A staff e-newsletter was established and staff were encouraged to submit information about community resources, training opportunities and personal news. We also hosted virtual staff meetings, hosted by our CEO to provide staff with sector updates, relevant news and positive messages of support.

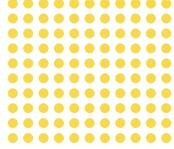
## DIVERSITY AND INCLUSION

A team of employees came together to develop and deliver Anti-Black Racism training for all employees that combined existing resources, local examples and personal experiences.

Work began on establishing a Diversity Equity and Inclusion Committee that will seek to build capacity across the organization to support diversity and equitable outcomes for staff, volunteers and clients.

The Board Quality Committee is pleased to recognize the Anti-Black Racism Team for their incredible efforts to address Diversity and Equity at CMHA Lambton Kent.





# Community Support

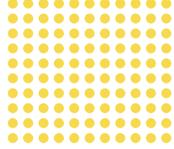
## Ride Don't Hide

When faced with a pandemic, plans for our annual signature event Ride Don't Hide, were quickly transitioned to a virtual format and our goal for the event centred more on public messaging than on fundraising. The event was a success in many ways with positive media, interaction within our communities and a fundraising total of more than \$20,000. We are grateful to our sponsors and nearly 100 participants! Ride Don't Hide provided us an incredible opportunity to promote self-care and mental health during the pandemic.

## Donations

We were grateful to receive support from many community-minded organizations who reached out with generosity in recognition of the clients served by our organization. ACCESS Open Minds Sarnia Lambton, while delayed by the pandemic, continued moving forward with construction preparations and fundraising and is now scheduled to open in 2022. Having achieved its \$200,000 community matching gift program The Mike Weir Foundation continues to support this initiative with donations and public messaging. We will continue to work with our partners at the Bluewater Health Foundation to raise funds for this initiative.





## What Our Clients Say

“

Very grateful for the access to services received in such a timely manner.

“

I'm extremely glad that CMHA was an option from my practitioner, the relationship between family doctors and link with CMHA. Never had it before.

“

For the first time ever, I feel confident moving forward. I actually have tools for coping and a gameplan for when things don't go according to plan.

“

DBT was amazing. Being in a group gave me many perspectives.

“

The worksheets, assignments in this program were very helpful to me and the staff gave me a positive impact by the knowledge I gained from each of the classes.

“

The DBT program is outstanding! Very challenging because of difficult feelings, but so worth the hard work. The progression of the program and support was transformational.

“

I was able to receive counselling via Zoom through Covid-19 restrictions.

“

Covid-19 has NOT impacted my ongoing therapy. It doesn't get better than that.

“

Covid has caused many challenges but I feel that my counsellor and CMHA are doing an incredible job to keep me supported and connected.

“

COVID-19 last year had me doing phone-in appointments which I was very grateful to have. Right now doing appointments at office every 2-3 weeks.

“

The staff are amazing. They want you to get better. It is not just a job to them.

“

All I can say is everyone at CMHA Lambton Kent was really, really helpful as they could be.

“

The aspect of being able to monitor and control my anxiety has been so helpful. I had an amazing worker who always took the time out to help me understand things that did and didn't work for me.

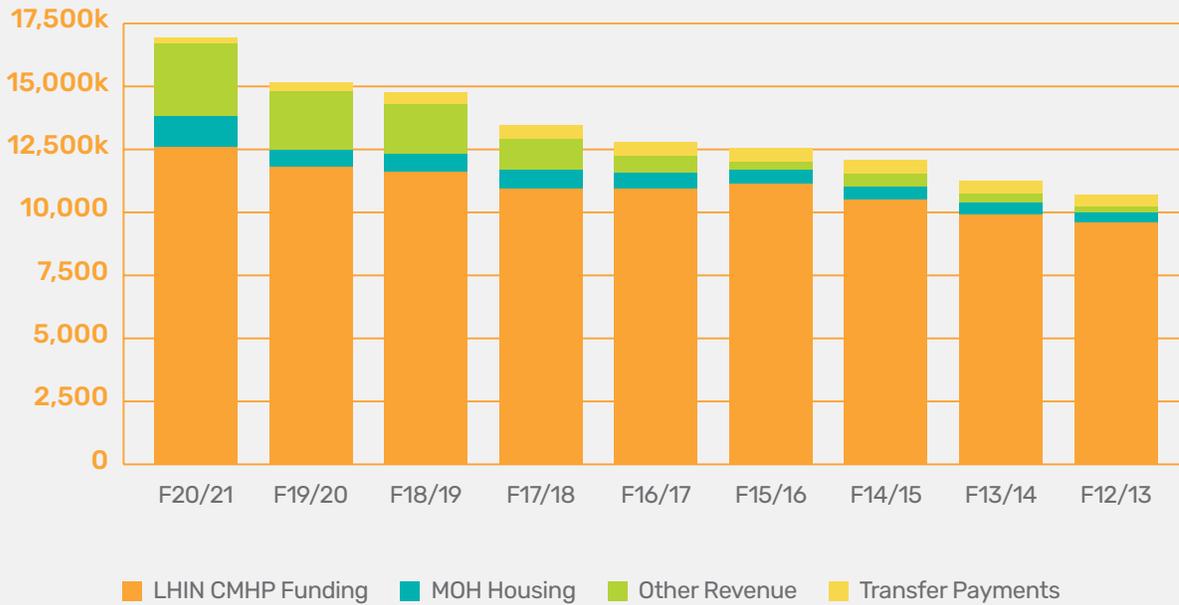
“

I felt respected and included in the overall approach. I received excellent suggestions for planning.



# Financial Report

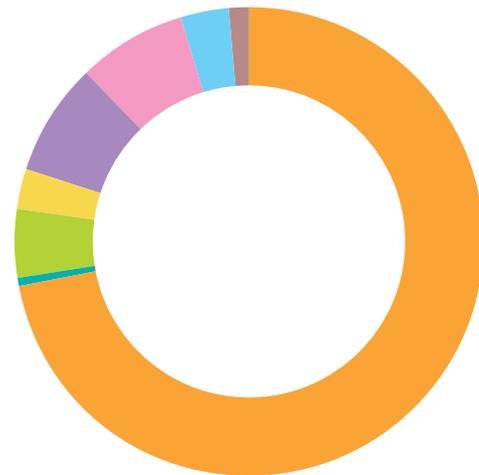
## ANNUAL REVENUE PROGRESSION



## F2020-2021 EXPENDITURES

TOTAL: \$ 16,040,309

Salaries and Benefits	\$11,563,791
Education Staff Development	\$67,879
Supplies and Equipment	\$791,766
General Operations	\$441,919
Building and Plant Expenses	\$1,238,820
Housing and Rent Supplements	\$1,216,536
Contracted Out/Purchased Service	\$506,838
Flow through/Transfer Payments	\$212,760





canadian mental health association  
**Lambton Kent branch**



**Canadian Mental  
Health Association**  
Lambton Kent  
*Mental health for all*



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