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ACCREDITED WITH COMMENDATION

ACCREDITATION AGRÉMENT CANADA
The health, safety and well-being of our clients, families, board, staff, students, volunteers, and community is always our top priority. Ensuring this through the COVID-19 pandemic was particularly challenging. We want to thank our Board of Directors, senior leadership team, staff, community partners, donors and Toronto Public Health for working together to ensure that our clients and families received safe, uninterrupted, high-quality mental health care. Like most, the 2020/21 year presented both obstacles and opportunities.

The pandemic brought to light the inequities that exist in our society. People living with low incomes, racialized people and people living with disabilities (including mental illnesses) were disproportionally affected by both COVID-19 infections and the economic and social impacts of the pandemic. CMHA Toronto responded by ensuring our clients could continue to access care and services through the provision of cell phones and subscriptions. This allowed our staff to transition to providing our evidence-based and evidence-informed programs virtually while adhering to government and public health officials’ directions to keep our residential services running and ensuring clients received in-person care when required.

In November 2020, we welcomed Michael Anhorn to the CMHA Toronto family as our chief executive officer, following his predecessor, Steve Lurie, who served as executive director for 41 years. Steve made significant contributions to positively shaping the mental health care system and has developed CMHA Toronto into a leader in the community mental health and addictions sector locally, provincially and nationally. We are proud to build on his successful and visionary work as Michael leads our agency forward.

We’ve been working in crisis response for the past year, evolving and adapting daily to the changing environment. Looking ahead, we’ll incorporate what we’ve learned from our pandemic response into CMHA Toronto’s 2022-2027 strategic plan, which will focus on our organization’s commitment to meeting the needs of people recovering from mental illness and addictions while also promoting positive mental health (and the conditions that contribute to it) across the city. We will embrace the new realities brought on by the pandemic and the opportunities and challenges that will result from the ongoing work of transformation in the Ontario healthcare sector.
Governance

VISION
Mentally healthy people in a healthy society.

MISSION
Develop and provide community-based support services that help people who are living with mental illness or mental health problems improve the quality of their lives in accordance with their defined needs.

Provide information and education to increase knowledge and understanding of mental health and mental illness and services that promote mental health.

Advocate for public policies that lead to improved quality of life for people living with mental illness or mental health problems, their families and our community.

VALUES

Integrity – We value honesty and ethical behaviour.

Diversity & Equity – We respect all individuals and value their differences.

Recovery & Well-being – We value hope, self-determination, social inclusion and well-being.

Partnership – We value partnership and teamwork with the people who use our services, their families, significant others, service providers and communities.

Safety & Privacy – We value people’s privacy and work to create safe environments that promote recovery and well-being.

Accessibility – We value equitable access to integrated services and the social determinants of health – housing, income and employment.

Quality – We value providing effective, evidence-based services and supports.

Board of directors 2020/2021

President / Frank van Nie
Vice President / Murray Segal
Secretary (ex-officio) / Michael Anhorn
Chair, Finance & Audit Committee / Kimberly Moran
Chair, Human Resources Committee / Julie Bulmash
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Directors / Gulshan Alibhai Katie Almond Alana Boltwood Lara de Sousa Carol Duncan Maureen Hyland Cheryl Prescod Nadine Reid Karen Woo
here’s what we’ve been up to this year.
Safe, high-quality mental health care

WORKING TOGETHER TO STAY SAFE

At the onset of the pandemic, we recognized that the uncertainty, quarantine restrictions and effects of isolation would have a severe impact on mental health, only adding to an already growing need for mental health services. CMHA Toronto’s senior leadership team met daily to ensure staff had the safety equipment, resources and support they needed to continue providing safe, high-quality mental health care to our clients and community. Our response was guided by our priority to:

1. Protect the health, safety and well-being of our community, staff and the clients and families we serve.

2. Provide uninterrupted service delivery while keeping safe options available to support individuals in need of mental health care.

3. Ensure equitable access to CMHA Toronto’s virtual programs and services.

We immediately moved to a hybrid model of in-person and virtual care to reduce transmission and limit exposure to the virus. In an abundance of caution, we enhanced our infection prevention and control practices, allowing clients to continue receiving care at our congregate sites and ensure our most complex clients received in-person care when needed.

CMHA Toronto’s Infection Prevention and Control Committee worked diligently to ensure our offices and residential sites were equipped with all government and public health recommended safety equipment and signage, including personal protective equipment (PPE) supplies, temperature monitoring stations, increased hand sanitizer stations, disinfectant wipes and cleaning supplies, plexi-glass and physical distance indicators. We built on our existing health and safety policies to reduce the risk of transmission at our sites and in the community through implementing the following:

• Create daily online COVID-19 screeners for staff and clients to complete before giving and receiving in-person care.

• Develop contact tracing protocols for staff and clients to immediately identify possible COVID-19 exposure.

• Form an internal COVID-19 testing team comprised of nurses to test staff and clients who had potential exposure to a positive COVID-19 case.

• Use UV-C sterilization to conduct ongoing deep cleaning of our offices and residential sites.

• Provide enhanced health and safety training to staff and clients, including education and facilitation on proper hand hygiene practices and how to safely don and doff PPE.

Each day we learn more about COVID-19 and how to keep our clients and each other safe and ensure CMHA Toronto remains a steadfast and vital lifeline to our community.
Going virtual

CMHA Toronto enhanced our current virtual care services while finding innovative ways to move to a virtual care service delivery model to offer our in-person programming.

Our priority was to provide clients with ongoing equitable access to vital mental health services while allowing them to adhere to physical distancing guidelines by minimizing their potential exposure to infection. Our staff provided weekly peer support and wellness check-ins with clients via phone and were able to ensure uninterrupted and increased delivery of mental health care through the implementation of the following:

BRIDGING THE DIGITAL DIVIDE

As we embraced virtual solutions, we also attended to clients and families for whom technology remained a barrier. Vulnerable populations who could not afford cell phones or internet have been identified as having higher infection rates and poorer COVID-19-related outcomes due to the inability to readily access primary care and follow public health directives.

As we moved to a virtual service delivery model, our priority was to ensure clients received equitable access to our virtual services. Through a generous donation from TELUS, Bell Canada, Freedom Mobile and one-time COVID-19 funding through Ontario Health East and Ontario Health Central, we were able to purchase and distribute cell phones and data packages to clients free of charge. Cell phones were provided to clients who did not already have a phone, lived alone or were socially isolated, needed medication reminders to prevent severe illness or had health conditions that make them vulnerable to serious mental or physical illness.

These phones provided isolated seniors and low-income, homeless and at-risk individuals with a much-needed lifeline to stay connected to loved ones, health practitioners and access our vital mental health services during this unprecedented time.

“Receiving this cell phone allowed me to stay connected to my pharmacy and doctor!”

– Jason Bevan
CMHA Toronto client
Going virtual

PROVIDING VIRTUAL CARE

The mental health care sector has been looking to further virtual care delivery methods, and the pandemic certainly accelerated that process. We maximized the use of the two-way videoconferencing platform, Ontario Telemedicine Network (OTN), which served as a vital tool in our effort to help limit the spread of COVID-19 in the community while delivering safe, accessible, high-quality clinical care to our clients.

The use of OTN at CMHA Toronto increased with MONTHLY CLINICAL SESSIONS AVERAGING 500, up from 64 the year before.

KEEPING OUR COMMUNITY CONNECTED

Keeping our community connected during the pandemic was critical to decreasing the risk of social isolation. Our social support programs offer unique, safe spaces to bring together people with lived experiences of mental health issues to connect to a community of peers. As we were unable to provide in-person group programming, we launched all of our recovery-focused programs and social activities virtually to keep our clients and community connected. Individuals facing mental health and coping challenges were able to engage in dance classes, cooking classes, gardening, games, arts and crafts, yoga, and mindfulness and self-care workshops.

1,611 SOCIAL SUPPORT GROUPS run virtually
72,000 GROUP ATTENDANCE at CMHA Toronto’s virtual social support groups

YOUR VOICE MATTERS

At CMHA Toronto, we believe in the mutually beneficial partnership between our team and the clients and families we serve, which is why we use a client- and family-centred care approach in the planning, delivery and evaluation of our services throughout all levels of the organization. We surveyed clients using the Ontario Perception of Care Tool for Mental Health and Addictions to get feedback on the quality of our virtual care services to ensure we continue to meet their mental health needs and provide opportunities for future learnings.

While there has been a learning curve to adopting technology, we have found that the benefit of virtual programming allows us to reach and engage more people in our community. We intend to continue virtual delivery in the future, as well as offer in-person options once again.

89% OF CLIENTS satisfied with their virtual care appointment
96% OF CLIENTS found they received compassionate virtual mental health care
Improving food security

When the nationwide lockdown was implemented to curb the spread of COVID-19, we were met with distress, fear and anxiety about our safety and well-being. We know it was especially challenging for people with precarious health problems as well as those who are underhoused or facing homelessness, living in poverty and dealing with unemployment.

As we serve our city’s most vulnerable, food insecurity was already a health issue many people in our community faced. This was only exacerbated by the COVID-19 pandemic, especially as demand for food banks increased significantly.

We responded by developing the Food Box Program to support our clients struggling with food insecurity as part of our continued commitment to keep them safe and reduce their exposure to COVID-19.

Food boxes were prepared weekly at two CMHA Toronto site locations, one in the east and one in the west. The boxes contained essential food and toiletries such as vegetables, fruit, dairy, bread, pasta, meat, canned food, pet food, baby items and housekeeping and hygiene supplies. To ensure clients’ safety, case managers picked up and delivered food boxes to clients’ homes with physical distancing measures in effect. Through this program, clients in need received food boxes with enough food and essential items to stay home for an entire week.

The Food Box Program was made possible by the generous contribution from Second Harvest, Ontario Health Central, Ontario Health Toronto and United Way Greater Toronto, and funded in part by the Government of Canada. A big thank you to our CMHA Toronto staff, who coordinated, prepared and delivered food boxes to clients in need.

“The CMHA Toronto team is doing a great service to humanity during this time. I really appreciate this weekly service as it is truly life saving for us.”
– CMHA Toronto client
Supporting our healthcare heroes

When everyone was expected to stay inside, frontline health care workers were outside supporting our community. As mental health care services were deemed essential from the start by the Ontario government, CMHA Toronto understood the difficulties and stressors our staff and their families faced throughout the COVID-19 pandemic. During this uncertain time, our top priority was to provide a safe in-person and virtual environment for staff and ensure they could care for their mental health and well-being and that of their loved ones.

WORKING FROM HOME

CMHA Toronto leveraged our existing work from home policy and equipped staff to work remotely where possible to limit exposure. We made sure staff had the technology they needed to provide virtual care, that confidentiality and privacy guidelines were well-defined, and that communication practices between individual teams and the agency were established. During a period of increased social isolation, we were committed to keeping our staff as connected as possible by enhancing our IT infrastructure and integrating Microsoft 365 platforms into our agency.

COMMUNICATIONS

With so many unknowns and information from government and public health officials changing daily, increased internal communication was critical. As an essential service provider during the COVID-19 pandemic and in embracing our virtual realities, it was imperative to keep staff informed of government-recommended infection and prevention control practices to ensure they were protecting themselves and our community. Given the rapidly changing environment, CMHA Toronto developed a weekly COVID-19 staff e-newsletter.

With the amount of information and attention on COVID-19, our goal was to keep staff informed but not overwhelmed. The e-newsletter provided information on our increased health and safety procedures, contact tracing protocols, program and operational updates, sector updates, COVID-19 training and education opportunities and all COVID-19-related news provided by Toronto Public Health and the provincial and federal government. Through continuous communication, we emphasized community supports available for employees and provided wellness resources around mindfulness, exercise, nutrition, trauma-informed care strategies and the promotion of our employee assistance program.
Supporting our healthcare heroes

ADAPTING SICK AND FAMILY CARE PAID LEAVE POLICY

During the pandemic, CMHA Toronto adapted our sick and family care paid leave policy to help staff who needed to stay at home to care for themselves or a loved one. We ensured that staff or their loved ones who tested positive for COVID-19, were symptomatic, or had close contact with a possible or confirmed COVID-19 positive case could stay at home and self-isolate without losing pay.

“Throughout the COVID-19 pandemic, CMHA Toronto has provided its staff with constant communication, updated safety protocols and adequate personal protective equipment – making my job as a nurse feel a little less scary in such uncertain times. Because of the support received from the board and senior leadership, we have been able to safely continue delivering mental health services to our clients as well as services outside of our normal scope of practice to address the additional challenges that many clients faced during the COVID-19 pandemic. Our clients have expressed gratitude for our support, making navigating this ever-changing world a little easier. I am proud to work for CMHA Toronto and that we can be a positive support in our clients’ lives.”
– Alexis Stern, Nurse Case Manager

“We are committed to fostering a culture of work-life balance for our staff, and we recognize that maintaining this was particularly challenging with the closures of schools and the virtual realities brought on by the pandemic. It was imperative to the senior leadership team that we immediately adjust our vacation and time use policies to provide staff with the flexibility and accommodation to take care of themselves and address their childcare and family needs.”
– Garfield Bembridge, Director of Organizational Performance

CMHA Toronto is proud to witness our staff’s continued commitment, dedication and leadership. They have worked tirelessly to make sure clients and families receive the mental health services, support and resources they need to cope and be resilient during these trying times. They are truly, our CMHA Toronto heroes.
Fundraising in new ways

LIFE ON THE LINE

Life on the Line was a public art project and mental health awareness campaign initially designed to display art developed by the artists’ personal experience with mental health issues on the Toronto Transit Commission’s (TTC) subway. This year because of the COVID-19-related lockdown, the project also featured the artwork through a robust social media campaign to ensure people’s ability to engage with the campaign was maintained through the lockdown.

Life on the Line is spearheaded by the non-profit arts organization Twentytwenty Arts to raise funds for CMHA Toronto’s Family Outreach and Response (FOR) Program. The FOR Program fills a critical gap in our mental health system by providing support to family and friends who have a loved one aged 16-65 in the city of Toronto who is experiencing a mental health issue.

The campaign ran on the TTC subway and on social media from November 16, 2020 – January 16, 2021, and aimed to raise mental health awareness by using visual storytelling to get people thinking and talking about the complex themes of mental illnesses and the path toward acceptance and healing.

Ten artworks by 10 different artists were selected from over 385 submissions which were exhibited across 200 posters and 375 station screens on the TTC subway. Each piece, which ranges from paintings to photographs to digital illustrations, is informed by the artists’ personal experiences with mental health issues.

A limited edition of 50 prints of the featured artworks was available for purchase, with 75 per cent of proceeds donated to CMHA Toronto’s FOR Program and the remaining 25 per cent going to the artists.

“This was my first time exhibiting my work in the city. As an immigrant woman of colour, this opportunity often seemed very far away, but thanks to this campaign, I was able to make this dream come true and talk about my lived experience with mental health. Talking about mental health through art was very transformative in my life. I loved getting comments from people who had seen my work and felt they identified with the illustration I made. I want to thank this project for talking about mental health in a creative, sincere and public way.”

- Marcia Diaz
Life on the Line participating artist

8.5 million people reached through the Life on the Line campaign

$5,023 donated to CMHA Toronto’s FOR Program

Marcia Diaz with her artwork on the TTC.
Life on the line

ARTISTS’ ARTWORK

1. Eric Pause, “I Remember it All”
2. Faye Harnest, “I’M ON TOP OF IT!”
5. Dominic Bugatto, “Pool”
7. Julieta Christy, “Empty”
8. Seri Stinson, “Agoraphobia”
10. Ramune Luminaire, “Untitled”
**Financial report**

**SOURCES OF REVENUE:** TOTAL: $43,202,191

- Ontario Health Regions: $26,645,965 [62%]
- Other Government Grants: $6,168,192 [14%]
- Ontario Ministry of Health rent supplement: $4,124,590 [10%]
- Rental income from clients: $3,178,885 [7%]
- Donations and investments: $1,410,104 [3%]
- Fees and services rendered: $936,255 [2%]
- United Way: $780,200 [2%]

**SOURCES OF SPENDING:** TOTAL: $42,392,299

- Community support: $21,984,962 [52%]
- Housing: $7,647,276 [18%]
- Mental health and justice: $4,003,927 [9%]
- Employment: $3,677,984 [9%]
- Management and operational support: $3,396,393 [8%]
- Special projects: $1,251,165 [3%]
- Public education and advocacy: $430,592 [1%]

**ASSETS**

- Current assets: $6,803,746 [49%]
- Investments: $5,666,773 [41%]
- Capital assets: $1,480,518 [10%]

**TOTAL**

$13,951,037 [100%]

**LIABILITIES**

- Current: $6,190,927 [44%]
- Non-current: $2,945,436 [21%]

**TOTAL**

$9,136,363 [65%]

**NET ASSETS**

- Invested in Capital assets: $1,323,662 [10%]
- Richmond/Sheppard reserve fund: $3,491,012 [25%]

**TOTAL**

$4,814,674 [35%]

**GRAND TOTAL**

$13,951,037 [100%]

To read the complete 2020-2021 Independent Auditor’s Report, visit toronto.cmha.ca.
Thank you for your support!

Thank you to our funders for your financial contribution, which strengthens our capacity to provide critical mental health programs and services within our community!

- City of Toronto
- Employment and Social Development Canada
- Immigration, Refugees and Citizenship Canada
- Ministry of Children, Community and Social Services
- Ontario Health East
- Ontario Health Central
- Ontario Health Toronto
- Ontario Ministry of Health and Long-Term Care
- United Way Greater Toronto

Thank you to our community who generously supports CMHA Toronto’s vision of mentally healthy people in a healthy society. Despite how difficult this pandemic has been on everyone, we are humbled by the compassion and generosity from the individuals and corporate donors who have donated directly to CMHA Toronto or through third-party fundraising events. Your support enables us to help those with mental health challenges live, work and belong in our community!

- Bridgehouse Asset Managers
- Charities Aid Foundation of Canada
- CHUM Charitable Foundation
- CMHA Ontario
- CMHA Peel Dufferin
- CN Employees’ and Pensioners’ Community Fund
- Comprehensive Benefit Solutions Ltd.
- Gordon Henry Memorial Foundation
- Interac Corp
- JONES DesLauriers Blevins
- LivingWorks Education Inc.
- Mawer Investment Management Ltd.
- PayPal Giving Fund Canada
- Pelmorex Media Inc.
- PenderFund Capital Management Ltd.
- RAM Inc.
- RBC Foundation
- Second Harvest Food Support Committee
- Shoppers Drug Mart Life Foundation
- TECHCOM
- The Benevity Community Impact Fund
- The Dickhout Family Foundation
- The Lowidt Foundation
- The Madan and Raksha M. Bhayana Family Foundation
- The Mental Wellness Network
- Toronto-Dominion Bank
- Toronto Civic Employees Union Local 416
- Toronto Marathon
- Triovest Realty Advisors Inc.
- Twentytwenty Arts
- Yamaha Motor Canada Ltd.

OVER 660 ORGANIZATIONS AND INDIVIDUALS supported CMHA Toronto this year. This list highlights donors over $250.

We are grateful to the individuals and organizations who donated masks and supplies throughout the pandemic to keep our staff and clients safe so we could continue to provide the best possible support to our clients. A special thank you to DYMON Storage for graciously donating 15,000 commercial grade KN95 face masks to CMHA Toronto as part of their DYMON Million Masks initiative!