

Canadian Mental Health Association **HAMILTON**

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VISION, MISSION AND VALUES



VISION

Mentally healthy people in a healthy society.



MISSION

Assist and encourage consumers to achieve and maintain their optimum level of functioning in the community within the framework of self-determination.



VALUES

We believe that the following values are critical to mental health and a personally satisfying quality of life: Dignity & Respect, Equity, Diversity & Inclusion, Social Justice, Person-Centred Care, Quality, Engagement & Collaboration, and Sustainability.

BOARD OF DIRECTORS 2022-23

Chris Phillips, President Dr. Jennifer Heisz, Vice President Brock Whitwell, Treasurer Sue Phipps, Secretary

Directors

Andrea Griese
Sharlene Louden
Dom Marinic
Holly Raymond
Dr. Ruth Rodney
Erin Sullivan
Natalie Thomas-Morgan

BOARD PRESIDENT AND CEO MESSAGE

This year, as the unpredictability of the COVID-19 pandemic persisted, our clients, staff, and community continued to show incredible resiliency. It has been a privilege and inspiration to bear witness to this remarkable tenacity in the face of uncertainty. In the 2022-23 fiscal year, Canadian Mental Health Association, Hamilton Branch (CMHA Hamilton) served 17,002 individuals. We entered our 57th year providing high-quality primary care, intensive case management, court support, housing, social, recreation, peer support, and mental health promotion services. With comprehensive engagement of our key stakeholders, CMHA Hamilton completed our Strategic Plan 2022-2025, charting a clear path for continued success.

CMHA Hamilton has thrived despite the fact that the devastating impact of Hamilton's homelessness and drug toxicity crises weighs heavily on the minds of our staff and leadership every day. True to our vision of "Mental Health for All", CMHA Hamilton understands the importance of caring for ourselves and supporting each other, so we can continue to do this essential work. To this end, we have continued to implement recommended strategies for an inclusive, safe, and healthy workplace. This year's staff survey results reflected a significant 12 to 17 per cent increase in staff ratings of healthiness in the workplace, job security, and agreement that they are an important part of the agency. We celebrate the outstanding efforts of our dedicated staff and volunteers who ensure people receive the right care and support to meet their needs.

Over the last five years, CMHA Hamilton has become a growing, dynamic, and adaptive organization in response to increasing demands for service. We've adapted to technological advancements, the changing complexities of mental health and substance use, new discoveries for client care, and political reforms and policy initiatives. Five years ago, CMHA Hamilton had 39 employees. Today we have 62 employed here! This growth is largely due to our strong collaborative community, educational, employment, hospital, and justice partnerships. We are sincerely grateful to our funders, including Ontario Health West, United Way Halton and Hamilton, City of Hamilton, Ministry of the Solicitor General, Ministry of the Attorney General, and Health Canada. We have also experienced tremendous generosity from our donors who helped us reach more people in need. 2023 kicked off with a fabulous show of art and glamour as The Other Bird hosted their 3rd Masquerade Gala to raise funds for our Evening Social Recreation Rehabilitation Program.

With your trust and support, CMHA Hamilton will continue to lead the way in community mental health. Thank you for your generosity, courage, and compassion each day to support the collective wellness of Hamilton.

SP:

Sue Phipps **CEO**



Chris Phillips

Board President



PROGRAMS AND SERVICES

COMMUNITY ENRICHMENT SERVICES

It was an eventful year for the Community Enrichment Services (CES) program. Front-line clinicians trialed the usage of Measurement Based Care as a new intervention to track client progress using various symptom measurement scales. A small group of clients have been included in this trial and we continue to look forward to its expansion in future years. Some clients began using e-learning modules as an additional educational resource to engage them in their journey of mental health recovery. Our modalities of care continue to be variable depending on client preference. While more clients have been visiting face-to-face with workers again, we continue to be accessible to clients virtually over Zoom Healthcare when needed. In response to a local community mental health organization (Hamilton Mental Health Outreach) winding down services, the process of transferring care of approximately 65 clients from HMHO to CMHA Hamilton's Intensive Case Management program was initiated.

Over the course of the year, CES provided direct client services to 198 clients experiencing serious and persistent mental illness in the Hamilton community. All the while, the CES program received and responded to 977 calls and emails from community members looking to navigate the mental health system for support. A loosening of pandemic restrictions has allowed the team to host information booths in the community again and promote mental health services in Hamilton more directly.



MENTAL HEALTH PROMOTION AND RESILIENCY

The Mental Health Promotion and Resiliency Program (MHPRP) has continued to expand its scope and reach over the past year. The program delivered 203 trainings and presentations to the community, reaching 8,938 participants. This continues to show a steady increase from previous years. In-person trainings resumed in full force as pandemic restrictions loosened.

The program added a resource development coordinator as a new leadership role to aid fundraising efforts for the agency. An early return has been a connection with Tread Forward, a clothing brand that promotes positive mental health messages and donates a percentage of its profits to CMHA Hamilton. We are excited about this connection!

As early adopters with the Roots of Hope initiative through the Mental Health Commission of Canada, the program has continued to work alongside the Suicide Prevention Community Council of Hamilton on a variety of new projects related to suicide prevention. Within this work, a brand-new training has been developed by the program. A Mean's Safety training will help supporters find ways to limit access to suicidal means in the home. This new training has been piloted in the community and we look forward to more formal research and development of the program in the coming year!

In addition, MHPRP has aided the development and facilitation of online e-learning courses. The most recent was a pilot course called, Peer to Peer: Building a Community of Support. It is an e-learning course that pairs front-line workers across CMHA with materials to engage in learning and support around common issues experienced in emotional labour.

BALDWIN HOUSING AND COMMUNITY SUPPORT

The Baldwin Housing and Community Support Program (BHCSP) promotes independence in living and self-determination in decision-making for individuals with severe and persistent mental illness and addictions. The goals of the program are achieved by providing portable, flexible housing supports and services to individuals in their preferred living environment. Areas of skill development include activities of daily living, communication and social skills, vocational and educational assistance, and community integration. Through three different supportive housing options, independence can be achieved based on individual need and level of required support.

As the COVID-19 pandemic remained unpredictable and continued to be challenging, the BHCSP team of three provided daily support with various in-house and community activities. Supports and advocacy continued for those that live independently at the Hess Street residence and clients that participate in the Community Support Program, ensuring basic needs were met and good mental health was promoted. A concentrated focus was made to accomplish two things: engage individuals in more community integration to ease isolation, and to educate individuals to the new norm of living during these unprecedented COVID-19 restrictions.

As a result, this past year the BHCSP served 41 individuals.



2U3
trainings and
presentations
delivered



8,938 individuals participated

RESIDENTIAL SKILLS DEVELOPMENT

The Residential Skills Development Program (RSDP) offers rehabilitation services to adults with serious mental health and addictions issues living in Residential Care Facilities (RCF) in the city of Hamilton. Individuals living in the facilities voluntarily participate in group activities or receive individual support when requested. RSDP provides education, life skills training in activities of daily living, recreation, and leisure activities, community integration, and advocacy. The RSDP team provides services in-house and in the community, as well as advocating for the residents, connecting them to other resources, and facilitating programming as determined by the groups. Support and education are also provided to the designates of the homes. As the COVID-19 pandemic protocols remained for congregate living, RSDP team members supported the homes by promoting and maintaining practices to keep clients and staff physically and mentally healthy.

The RSDP team continued to connect weekly with residents of the RCFs, facilitating group work, providing individual short-term support, and ensuring residents were provided opportunities to develop skills necessary for living, learning, and working successfully in the community. During the past year, RSDP served 146 registered clients in the program and 888 non-registered clients.

DRUG AND MENTAL HEALTH TREATMENT COURT

Previously known as Hamilton's Drug Treatment Court (DTC), CMHA Hamilton and the judiciary responsible for the DTC oversight came together to create changes to its mandate and processes to support more clients living with mental illness and/ or addiction, who may not meet the requirements of other judicial streams.

As a result, the Drug and Mental Health Treatment Court (DMHTC) was developed with CMHA Hamilton assuming the role of case manager for the court. Using the 4-Quadrant Model, clients experience an improved assessment process to allow case management staff to identify and create individualized programming based on the level of care needed.

A number of the original parameters of the court have been maintained including the use of rewards and sanctions for all participants as well as weekly support from the court. This revised court is similar to many other Treatment Courts found across Canada and we are pleased to see mental health take a more active role as a stand-alone concern but also as a concurrent issue with addictions. Two members of our Court Support team have the DMHTC as part of their portfolio.



MENTAL HEALTH COURT SUPPORT

The Mental Health Court Support Services (MHCSS) program connects individuals living with mental health challenges who find themselves in contact with the criminal justice system. All program streams are voluntary.

The program offers consultation services that support an individual, their family, and other stakeholders including community partners to understand and navigate the criminal justice system. The program does not offer legal advice. Beyond consultation, Court Support team members offer case management through Mental Health Diversion, Intensive Case Management, and Release from Custody streams. Case management can include connections to: community resources, clinical treatment programs, psychiatric consultation, housing, primary healthcare, substance use services, and a myriad of other resources as needed for individualized support.

The MHCSS program works collaboratively with the judiciary, including crown attorneys, defense counsel, and court personnel. Coordinated care plans are developed to best support individuals in reducing recidivism by actively addressing the social determinants of health and systemic barriers that contribute to the commission of an alleged offense.

As COVID-19 restrictions eased, the MHCSS team adapted to support a hybrid approach by attending both in-person and virtual court each day. We continue to support clients based on their needs and/or wishes by offering services through virtual face-to-face meetings, phone contact, and inperson. As a result of the COVID-19 restrictions, it was impossible to connect with overnight bail clients as the team had previously. Over the past year, a plan was developed in partnership with Hamilton Police Services to offset these ongoing issues. Moving forward, a member of the MHCSS team will attend to Central police station and meet clients in person through their custody holding area. Both police and the team are excited to support these clients in a new venue.

Borrowing from the strengths we observed daily in our clients, the MHCSS program continues to be resilient, adaptable, and responsive to the changing circumstances in our courts. We continue to be a leader at the nexus of the mental health and criminal justice systems.





707 individuals served

4,155 visits



MENTAL HEALTH AND JUSTICE HOUSING

The Mental Health and Justice Housing Program (MHJHP) provides support to individuals with severe mental illness and addictions who are involved in the justice system. Support is provided to secure and maintain affordable housing and assist in the prevention of future involvement with the criminal justice system.

Eight staff provided flexible, portable, and individualized supports to teach and maintain activities of daily living to improve quality. Support is provided to help clients live productive and independent lives through a recovery–based model. This includes life skills coaching, crisis management, wellness education, addiction support, harm reduction strategies, medication support, and advocacy to enhance tenant relations with landlords.

The program supports individuals who are in situ or helps connect those who are homeless or precariously housed with safe, affordable, and permanent housing. The quality and affordability of rental options continued to remain an issue as well as the increased competition for limited housing stock. MHJHP provides a subsidy that enables individuals to access units. Housing support workers continue to evolve how we offer services to best meet the needs of the clients addressing the current barriers with limited funds, competition for housing stock, and lack of affordable housing.

This past year, the program served 58 individuals

TRANSITIONAL CASE MANAGEMENT

Offered in partnership with St. Joseph's Healthcare Hamilton, the CMHA Hamilton transitional case manager (TCM), facilitates and supports the successful transition of clients from the forensic inpatient unit into the community. The TCM program provides long-term case management to clients of the Forensic outpatient unit and transitional support to clients who are subject to an Ontario Review Board (ORB) detention order six months prior to their discharge from the hospital, as per the Ministry of Health Forensic Division guidelines. The TCM works in collaboration with the St. Joseph's Healthcare Hamilton Forensic Treatment Team and community partners to ensure individuals are prepared and supported in their return to the community.

Through continuous feedback, assessment, collaboration, and goal review, clients actively participate in their care. TCM helps clients navigate the conditions of their ORB disposition to achieve independence in the community.

Top priorities continued to include managing the fluctuating demands for service by moving to virtual services for forensic outpatient team members and clients and managing the health and safety concerns when providing direct client care in the community. These initiatives have increased collaboration with forensic outpatient team members, allowing for efficient service delivery and improved client experience despite the challenges of the pandemic.





PRIMARY HEALTH CARE CLINIC

The CMHA Primary Health Care Clinic runs in partnership with the Shelter Health Network and provides both individual and group support. This service is for individuals over 16 years of age, without a family doctor and experiencing homelessness. Our clinicians have specialized skills to support people with mental health and substance use concerns. The health care system is complex and can be difficult for people to access the right care at the right time. Our clinic's stepped-care model is client-directed, and our nurses champion coordination of care. There are two clinic afternoons to have an appointment with the physicians, and clients can reach out to a registered nurse for support in between seeing their doctor. Clients can increase or decrease the frequency, intensity and level of care to be timely and responsive to readiness and need. Motivational interviewing and a traumainformed harm-reduction approach is utilized to support positive health outcomes and client goals.







face-to-face visits phone calls

The team includes three registered nurses, two physicians, and two psychiatrists. This year, 27 new clients joined the clinic by walk-in or referral from the following: Mental Health Court Support Services, Mental Health and Justice: Housing Support Services, family, hospital, community agencies and peer marketing. Our clinic has adapted to meet client needs and we offer: naloxone, harm reduction supplies, and on-site blood work, when necessary. The three nurses completed 'train the trainer' sessions to teach naloxone administration and are offering training to staff to raise competency in this life saving skill. The clinic has also implemented green initiatives by introducing nature prescriptions and decreasing the use of exam table paper.

The Mind and Mood Collective is a weekly drop-in group that is accessible, non-judgmental, and low barrier for clients in the Shelter Health Network. Group facilitation is shared by one registered nurse and two psychiatrists. This group teaches people about mindfulness, coping strategies, emotional regulation and other life skills in a safe setting. It also allows for socialization and developing healthy connections, meeting at the CMHA Hamilton office or outdoors.

This year, clinic staff served 113 unique individuals and provided 677 face-to-face visits and 2,242 phone calls.



PEER SUPPORT SERVICES AND CMHA STREET TEAM

Sustaining its funding for another year, the peer support workers (seconded from the Mental Health Rights Coalition) and the work of the CMHA Street Team continued to have an impact on the lives of those they connect to.

The CMHA Street Team provides accessible primary, mental health, and addictions care for people aged 16 and over, experiencing chronic homelessness. The team visits shelter drop-ins and encampments across the city, distributes Naloxone and harm reduction supplies, facilitates connections to other healthcare system resources, and supports access and transitions into housing. An important partner this year has been the Wesley Social Enterprise program which packages bag lunches that our Street Team delivers twice a week to people living in encampments.

Through McMaster's Second Heart project, Peer support workers continued to support people who inject drugs after admission for infective endocarditis to assist the transition from hospital to home.

The Intensive Supports Pilot engages peer support workers to assist clients in maintaining their housing and is a project in collaboration with St. Joseph's Healthcare Hamilton, the City of Hamilton and Coalition of Hamilton Indigenous Leadership.

As part of the funding from Health Canada, peer support workers provided substance use group programming using SMART Recovery®. We opened our doors to the Drop-In program while still maintaining COVID-19 protocols. This program saw a steady increase in participation and SMART Recovery® will soon be embedded as part of the Peer Drop-In weekly programming options.

The Ministry of the Solicitor General program which sees peer support workers matched to individuals on probation is continuing.

The long-standing Mood Menders program will also continue with increased member outreach and ongoing discussions with members to meet their needs.

The final area where peer support workers have made an impact is with our own internal CMHA referrals. In this program, peer support workers work with clients to continue their goal development and achievement in recovery.

An exciting outcome for the Peer Support team and CMHA Hamilton was the final research project report through the McMaster University Community Research Platform. This research illustrated how peer support impacted the lives of service recipients, what peer support workers found helpful in their work, the value of peer support, challenges and barriers, and next steps to embed peer support as a valued and integral part of CMHA Hamilton. The thematic, reflexive, and qualitative analysis has been shared through data and storytelling twice, with two more presentations scheduled for the upcoming year.

RAPID INTERVENTION SUPPORT TEAM

The Rapid Intervention Support Team (RIST) in Hamilton is the first of its kind and builds on the existing Social Navigator Program. Since August 2022, CMHA Hamilton has been in partnership with Hamilton Police Service, Hamilton Paramedic Service, St. Joseph's Healthcare Hamilton, Wesley, Hamilton Regional Indian Centre, YMCA, and Interval House. The addition of six specialized civilian Navigator positions focuses on housing, addictions, youth, those who identify as women, those who identify as Indigenous, and mental health.

RIST supports those who are living rough, underhoused/homeless, and/or at risk of losing their housing. The goal is to improve quality of life and decrease negative interactions with police by offering "in the moment" support, navigating social service and healthcare systems, and making appropriate referrals. RIST provides support and short-term case management Monday to Friday, 8:30 am to 4:30 pm. The team is considering how to include evenings and weekends.

The mental health navigator provides crisis intervention, mental health assessments and short-term case management. The role is the primary resource to the team regarding the navigation of Hamilton's adult community mental health and court support services. Services are provided within the framework of client-centred care and rehabilitation.



"The RIST program has been the only program that has laid things out straight to me."

~ First client of CMHA Hamilton Mental Health Navigator

A CLIENT STORY

As a military vet, he served in the Iraq war in the 1990s. He has been homeless in Hamilton for five years and has not fully accessed his benefits through Veterans Affairs. Our mental health navigator was able to reconnect him and help push forward his disability claim. At the same time, the mental health navigator connected him with a Veteran Affairs case manager and with a Housing First Intensive case manager at Wesley. We believe he will have housing within the next two months and end that chapter in his life. As this gentleman identified, "Staff are tenacious at support and help me see changes I deserve and never give up."

COMMUNITY JUSTICE COORDINATION

Through the Ministry of the Attorney General's Criminal Backlog Reduction Strategy, seven community justice coordinators (CJCs) were implemented across Ontario to replicate some of the effective approaches to rapid case resolutions used in the Justice Centre pilots. CMHA Hamilton was chosen to be one of those seven pilot projects. The goal is to increase diversion and guilty pleas, mitigate short-sharp dispositions, reduce reoffending, improve individual outcomes, and promote community safety and well-being. In Hamilton, this is a collaboration between the Hamilton Crown's Office and CMHA Hamilton. The role of CJC is to work with Crowns, Defense, and Duty Counsel, to support early resolutions by creating opportunities for the accused to perform "upfront work". The aim is to resolve matters within 30-60 days, with resolutions of a withdrawal/stay of the charges, a peace bond, or a reduced sentence. All referrals are made by the Crown.

CHARGES WITHDRAWN WITH HELP FROM CJC

One of the early success stories involved an individual with a charge of assault. The matter had been before the court for 20 months and the individual had been unsuccessful with multiple diversion programs. Our CJC connected and recognized some of the barriers that had precluded success in other diversion programs. Their plan mitigated these barriers and the charges were withdrawn. From referral to matters resolved took 42 days.



QUALITY IMPROVEMENT

As part of Accreditation Canada's Qmentum program, CMHA Hamilton underwent a rigorous evaluation process which assessed our organization's leadership, governance, clinical programs and services against Accreditation Canada requirements for quality and safety. Qmentum identifies and rewards competence and innovation, helping organizations to be more efficient.

CMHA Hamilton completed their third successful accreditation. The agency has consistently received the highest status rating of exemplary standing since they started the accreditation process in 2015. This award is the result of the organization's collective commitment to provide clients with safe, high-quality care.

Through the dedicated work of staff, board and community stakeholders, CMHA Hamilton continuously discovered effective ways to adapt to changing needs, stay relevant and improve service quality.

This past year, the agency undertook a wide variety of quality improvement actions. They are listed under the related quality dimensions of Accreditation Canada. Together we continue to maintain exemplary standing with Accreditation Canada.

QUALITY DIMENSIONS

Safety

Keep me safe **26 actions**

Continuity of Services

Coordinate my care across the continuum **9 actions**

Appropriateness

Do the right thing to achieve the best results **19 actions**

Work life

Take care of those who take care of me **10 actions**

Accessibility

Give me timely and equitable services **4 actions**

Efficiency

Make the best use of resources **32 actions**

Client-Centred Services

Partner with me and my family in our care **9 actions**

Population Focus

Work with my community to anticipate and meet our needs

14 actions

EVENING SOCIAL RECREATION REHABILITATION

Evening Social Recreation Rehabilitation Program (ESRRP) provides therapeutic programming in the form of social/recreational activities.

Since the lifting of restrictions of the pandemic, ESRRP has returned to its usual programming. Delivery of social/recreational services included a wide range of activities such as arts/crafts, game nights, bingo, community outings, movie nights, garden group and trivia nights.

The program provides a low barrier, inclusive environment where participants have opportunities to enhance social skills, increase self-esteem and develop friendships. Using a client-centred approach, ESRRP offers a degree of flexibility for program members to develop their own activities and lead them.

During the past year, ESRRP provided 180 programs with 975 individuals participating. The program is funded by the United Way of Halton and Hamilton and by the City of Hamilton's Community Enrichment Fun.



180 programs delivered



975 individuals participated

FIVE STARS PROGRAM

This year we were excited to collaborate with PATH Employment's Five Stars Program. This 6-week program focuses on restaurant training and client empowerment covering five key pillars to aid clients looking to train in the food services industry.

These pillars include:

- on-the-job work experience
- · training and certifications
- mental health support
- employability skills
- life skills

A member of the CMHA Hamilton team provided life skills teaching and mental health support to eight cohorts of clients. Overall, 102 clients were served by this program over the course of the year. Out of 102 clients, 80 were hired by their employers upon completion of the program.



clients trained



80 of 102 clients were hired upon program completion

NEW PROBATION AND PAROLE OFFICE SERVICES

This year we were excited to enhance our funding partnership with the Ministry of the Solicitor General, adding a new program stream in collaboration with the Hamilton Probation and Parole Offices. This voluntary service provides intensive case management for adults 18 years and over with complex physical, mental and/or substance use health concerns, social and/or housing needs, and who are offenders granted probation or parole serving their sentence in the community.

Clients receive intensive, client-centred intervention within a framework of self-determination and empowerment to advance their recovery and reduce recidivism. The program connects clients to a registered nurse case manager through relationship building, client and system advocacy, symptom management, therapeutic counselling, life skills teaching, referrals to primary care, housing and other community and/or hospital services, and crisis support. The program also facilitates seamless transitions to care, treatment, and supports both internally and externally.

Staffed by one part-time person, they served 22 clients and received a significant number of referrals from Hamilton's Probation and Parole Officers. Due to the overwhelming demand, the program has been awarded additional funding to add another case manager next year. We look forward to the continued development and growth of this partnership.

SERVICE STATISTICS



96%

indicated their opinions and ideas counted in the process of their recovery



97%

surveyed felt respected by their CMHA worker



97%

agreed CMHA staff provided emotional support and counselling



97%

agreed they were able to reach a CMHA worker in a timely manner



95%

understood their care plan





Our CMHA worker is incredible and the best counsellor I have ever had. She is top notch and makes such a difference."



I definitely feel respected by my worker at CMHA. She is very helpful as well as professional."

Since I began working with CMHA some time ago, I have noticed a change in the way I respect my home. I have become more consistent with maintaining my home and mental health. Great, thanks."

I am in the court diversion program. I was petrified when I called the first time. I was really at a loss on what to do about my situation that lead to having to appear in court for something I had done. I was embarrassed and completely overwhelmed. My worker took my call. She really made me feel comfortable sharing the situation and information about myself. She explained the whole process from start to finish and helped to ease all my fears. She was with me through all the stages and I made it through. Now when we meet, I feel so good sharing the positive actions I am making. I am so Grateful!!! Thank you CMHA."



I'm very happy that I have CMHA in my life. I have very good workers in my life and I'm grateful for them and I'm very grateful for the housing justice program."

FINANCIAL OVERVIEW

REVENUE

total: \$5,314,489

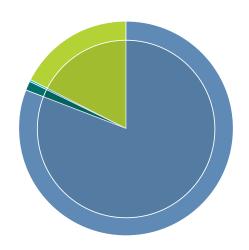
Ministry of Health

United Way

City of Hamilton

Others

\$4,302,583 \$70,172 \$24,995 \$916,739



EXPENSES total: \$ 5,247,705

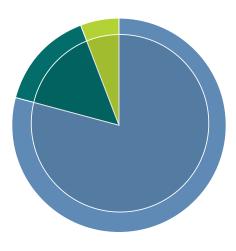
Programs

Housing

Others

\$4,163,062 \$785,363

\$299,280



ANNUAL REPORT 2022 2023

CANADIAN MENTAL HEALTH ASSOCIATION HAMILTON

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