

ANNUAL REPORT

CMHA Hamilton

2023/24



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Board President and CEO Message

CMHA Hamilton entered full pandemic recovery this fiscal year, as the global emergency status for COVID-19 ended. We have grown from the pandemic experience. We gained expertise in risk mitigation and innovation. We advanced our core programs. We leveraged technology to continue virtual services for more equitable, accessible care. In 2023-24, CMHA Hamilton served **19,803** individuals. We entered our 58th year strong, providing quality primary care, intensive case management, psychiatry, psychotherapy, court support, housing, social recreation programs, peer support and mental health promotion.

Hamilton declared a state of emergency related to homelessness, opioid addiction and mental health in April 2023. Optimizing efficiencies to address the diverse and growing needs of our community has been a key priority. With the implementation of Stepped Care 2.0, CMHA Hamilton is positioned for open access to a continuum of high-quality services. This innovative model of care is expected to reduce wait times for intensive case management, minimize intake requirements, increase peer-led and co-created recovery education, and deliver services based on readiness, need and preference.

The past year was also one of transitions. We supported seamless transitions for 70 clients moving from intensive case management at Hamilton Mental Health Outreach to CMHA Hamilton. Drug treatment court transitioned into the new Drug and Mental Health Treatment Court and CMHA Hamilton assumed the role of case manager for the John Sopinka Courthouse. Peer support transitioned to a core service within CMHA Hamilton.

We're proud of our thriving, inclusive organization and equally humbled by the enduring compassion of our staff and leadership. We're grateful to our collaborative partners, funders, donors and volunteers. We look forward to the future, confident our collective efforts will continue to have far-reaching impact in support of our vision: mentally healthy people in a healthy society.



A handwritten signature in black ink, appearing to read 'Chris Phillips'.

Chris Phillips
Board president



A handwritten signature in black ink, appearing to read 'Sue Phipps'.

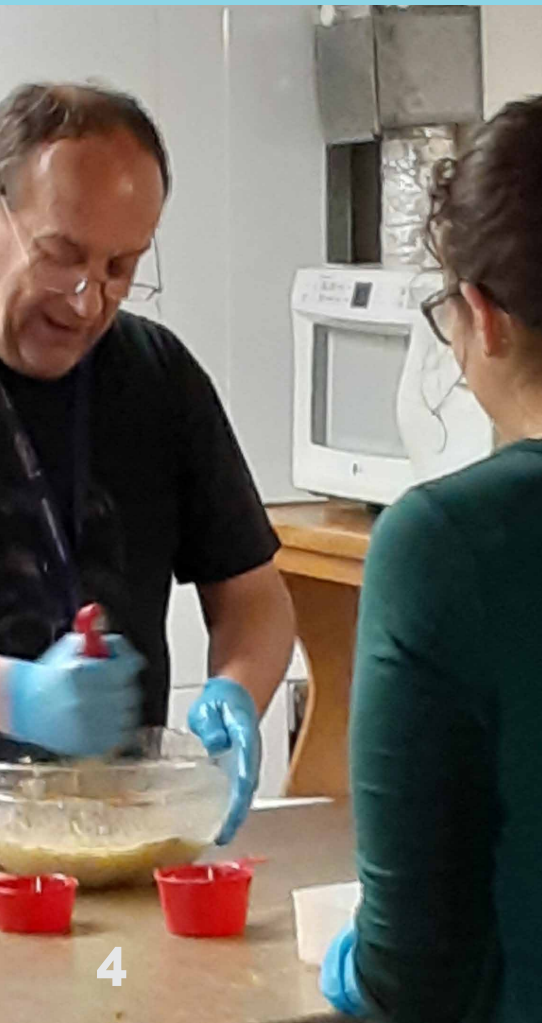
Sue Phipps
CEO

Mental Health & Justice: Housing Support Services



56

**Individuals
served**



The Mental Health & Justice: Housing Support Services (MH&JHSS) 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 preventing future involvement with the criminal justice system.

Staff provided flexible, portable and individualized supports to teach and maintain activities of daily living. 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, addictions support, harm reduction strategies, medication support and advocacy to enhance tenant relations with landlords.

The program supports individuals who are homeless or precariously housed with safe, affordable and permanent housing. This past year, we saw more individuals who were living rough and on the street than in previous years. Much of the support offered during this time was to connect those individuals with resources and supports while waiting to be housed.

The quality and affordability of rental options continued to remain an issue as well as the increased competition for limited housing stock. MH&JHSS 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 clients, addressing the current barriers with limited funds, competition for housing stock and lack of affordable housing. This past year, we revived the Collective Kitchen group where individuals meet biweekly and they learn to budget, make healthy, affordable meals, and build relationships. We also created a Men's Collective group that ran several sessions supporting and educating individuals on positive relationships, communication and improving social connection.

This past year, the program served 56 individuals.

Baldwin Housing and Community Support Program

The Baldwin Housing and Community Support Program (BHCSPP) promotes independence in living and self-determination in decision-making for individuals with severe mental illness and addictions. The program's goals 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. This program offers three different supportive housing options, where independence can be achieved based on individual needs and the required support level.

Post-COVID-19 pandemic challenges remained as housing options in the home were based on shared accommodation and individuals were seeking out more single room options. The BHCSPP team continued to provide daily support with various in-house and community activities, such as baking groups and walking groups, and community outings such as bowling and movie days. Support and advocacy were provided for those who live independently at the Hess Street residence and clients who participate in the Community Support Program, ensuring basic needs were met and good mental health was promoted. A milestone was achieved for one of our long-term residents living in our shared accommodation for 29 years, finally moving independently closer to his family.

This past year the BHCSPP served 74 individuals.



74
Individuals
served



Residential Skills Development Program

The Residential Skills Development Program (RSDP) offers rehabilitation services to adults with serious mental health and addictions issues living in Residential Care Facilities in 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 facilitated groups, provided individual short-term support, and offered residents opportunities to develop skills necessary for living, learning and working successfully in the community.

During the earlier part of the year, the COVID-19 pandemic protocols remained for congregate living, but after gradually easing, RSDP team members reintegrated back on site and continued to support the homes by promoting and maintaining practices to keep clients and staff physically and mentally healthy.

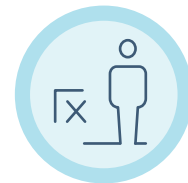
The RSDP team facilitated group work, providing individual short-term support and ensuring residents were provided opportunities to develop skills necessary for living, learning and working successfully in the community. Community integration activities included bowling, trail walks and movies. The RSDP team also created groups offered at the CMHA office which included Game Jam, Artistic Expressions, Cultivating Roots, and Mood Walks.

During the past year, RSDP served 150 registered clients in the program and 565 non-registered clients.



150

Registered clients served



565

Non-registered clients served

Evening Social Recreation Rehabilitation Program

The Evening Social Recreation Rehabilitation Program (ESRRP) provides therapeutic programming through social/recreational activities.

By taking advantage of the social and life skills training offered through this program, participants increased their pro-social behaviour, decreased their frequency of hospitalizations, gained stronger mental health and increased their self-esteem and well-being. All these gains reflect an increased capacity of our population to live fully within their community.

The program provide support and rehabilitation services for individuals living with a mental illness to help reduce their isolation and increase their connection to the community. It offers individuals a

place to go where they feel welcomed and can also develop connections and a sense of belonging.

The program is the only one of its kind in Hamilton offered during evening hours, a time when regular day services aren't available.

During the past year, ESRRP provided 190 groups with an average of 10 individuals in each session. The program is funded by the United Way of Halton and Hamilton, and the City of Hamilton's Community Enrichment Fund. The ESRRP is also funded by donations, including the Masquerade Gala fundraiser hosted by The Other Bird Restaurant Group.

Transitional Case Management

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

34
Individuals served



582
No. of contacts



Quality Improvement

In September 2021, we received the highest possible designation from Accreditation Canada – accreditation with exemplary standing. Accreditation Canada’s surveyors assess hundreds of criteria based on best practices in health care quality and safety.

Accreditation creates stronger teams by improving communication and collaboration, and promoting learning around leading practices, which results in reduced risk and higher quality care. Accreditation demonstrates an organization’s commitment to quality, safety and accountability.

This achievement is acknowledgement of the hard work and dedication of everyone at CMHA Hamilton. Staff continuously demonstrate resiliency and all the qualities that make an exceptional team, delivering excellent client-centred mental health and addictions services and supports. Attaining accreditation with exemplary standing is a testament to the organization’s culture of quality improvement, to provide the best possible service for our clients.

This past year, the agency undertook a wide variety of quality improvement actions through its fulfillment of our strategic plan. **Such actions included:**

- Risk management initiatives
- Staff and client safety
- Overdose and harm reduction training
- CMHA Hamilton Peer Support Services
- CMHA Hamilton Indigenous-specific anti-discrimination action plan
- CMHA Hamilton Smudging Protocol
- Implementation of Stepped Care 2.0
- Initiation of Recovery College
- Improved performance appraisals
- Community Research Platform projects
- Equity, Diversity, and Inclusion Initiatives
- Updated balanced scorecard

In addition, CMHA Hamilton have engaged staff in diversity, equity and inclusion trainings:

- Staff Anti-Racism Training
- Caring for 2SLGBTQ+ People Training
- Ongoing Staff Indigenous Safety Training
- Board Indigenous Safety Training
- Staff Client- and Family-Centred Care Training
- Board Trauma and Racial Awareness Training

To support quality improvement in all our programs, we welcome input from stakeholders. Email info@cmhahamilton.ca to share with our board of directors. If you’ve received services from CMHA Hamilton, we encourage your feedback at: <https://cmhahamilton.ca/about-cmha/we-welcome-your-feedback/>

Mental Health Promotion and Resiliency Program

For 2023-24, the Mental Health Promotion and Resiliency Program (MHPRP) continued to see an increasing demand for trainings. We saw a return to pre-pandemic norms in LivingWorks program trainings offered in person as more organizations have requested suicide prevention education. Overall, we delivered 47 Applied Suicide Intervention Skills Training (ASIST), safeTALK and Mental Health First Aid (MHFA) trainings in our community this year, reaching 492 participants.

In addition, the MHPRP continued to develop new presentations and revise existing ones in response to community need. The program delivered 81 of these new trainings and presentations to our community this year.

Our collaboration with the Suicide Prevention Community Council of Hamilton continued with the Roots of Hope program under the guidance of the Mental Health Commission of Canada. We continued to improve our Means Safety training and delivered six of these trainings. Through our partnership with the Community Research Platform, we can ensure this training is evidence informed and develop strategies to improve effective suicide prevention training for learners.

Our third-party fundraising relationship with Tread Forward continued its success, selling apparel displaying positive messages about mental health and donating some of the proceeds to our agency.

We were excited to announce our first sponsorship for Mental Health Week in 2024; Red Hill Toyota will donate to support events in our community the first week of May. The program has also been busy organizing a golfing fundraiser “Hole Out Fore Hope,” which will take place this coming June.



Mental Health Court Support Services

Mental Health Court Support Services (MHCSS) connects to individuals living with mental health challenges and are in contact with the criminal justice system. All streams are voluntary.

The program offers consultation services that support an individual, their family, and other stakeholders, in understanding and navigating 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 involve but is not limited to connections to community resources, including clinical treatment programs, psychiatric consultation, housing, primary health care, and substance use services.

MHCSS works collaboratively with the judiciary, including crown attorneys, defense counsel, and court personnel, to coordinate care plans that best support individuals in reducing recidivism. The program also actively addresses the social determinants of health and systemic barriers that may contribute to an offense.

Services are offered in-person, by phone, or virtually based on client needs and preferences.

This year, we reached our goal of supporting overnight bail clients in a unique partnership with Hamilton Police Service where we attend the central police station each weekday morning. We are now in person at the John Sopinka Courthouse mornings and afternoons to support clients, and are attending 3A meetings at the Hamilton-Wentworth Detention Centre, in person or virtually.

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



934
Individuals served



6,097
Visits

Drug and Mental Health Treatment Court

CMHA Hamilton and the judiciary responsible for what was previously known as Hamilton’s Drug Treatment Court (DTC) developed and implemented changes that would expand scope and reach to support clients living with a mental health or concurrent disorder who may not meet eligibility for other Mental Health Court Support Service streams.

DTC has become the new Drug and Mental Health Treatment Court (DMHTC), with CMHA Hamilton assuming the role of the court’s case manager. Using the four-quadrant model, clients participate in a robust assessment and care-planning process. Unique, tailored, recovery-oriented goals are developed in collaboration with the client and incorporate the level and type of service that best meets their needs and preferences.

Several original parameters of the court have been maintained including the use of rewards and sanctions, and weekly support from the court. We’re pleased to see mental health addressed as a stand-alone concern, and as a concurrent issue in the new DMHTC. Two members of our court support team and one Peer Support Worker have DMHTC as part of their portfolio.

Community Justice Coordination

In its second year, the Community Justice Coordination program, funded by the Ministry of the Attorney General, continues to positively impact the reduction of the criminal backlog here in Hamilton. Community Justice Coordinators (CJCs) replicate some of the effective approaches to rapid case resolutions used in justice centre pilots. CMHA Hamilton, due to its success, is now one of three that continue.

The goal is to increase diversion and guilty pleas, mitigate short-sharp dispositions, reduce re-offending, improve individual outcomes, and promote community safety and well-being. In Hamilton, this is a collaboration between the Hamilton Crown attorney’s office and CMHA Hamilton. The role of the CJC is to work with Crowns, defense and duty counsel to support early resolutions by creating opportunities for accused to perform “upfront work.” The aim is to resolve matters within 30-60 days, with resolutions of a withdraw/stay of charges, a peace bond, or a reduced sentence. All referrals are made by the Crown.



128
Individuals served



549
Visits

Peer Support Services and the Street Team

This past year we welcomed the four peer support workers, previously seconded from the Mental Health Rights Coalition, as employees of CMHA Hamilton. Now a core service, peer support services continues to make a positive impact on clients and the organization.

Services and programs include:

- Street Team that includes a peer support worker and a registered nurse supporting people aged 16+ experiencing chronic homelessness to reduce the use of emergency services by increasing access to care in shelters and encampments. The team provides harm reduction supplies and distributes and administers naloxone. They facilitate connections to primary care, psychiatry, addictions medicine, health and social services, and access and transitions into housing. An important partner, Wesley Social Enterprise Program, prepared bag lunches for distribution.
- The Second Heart research project ended this year. The project followed people who inject drugs admitted to hospital for infective endocarditis and supported their transition from hospital to home. We look forward to the outcomes of this McMaster University research project.
- A founding partner of the Intensive Supports Pilot (ISP), a multi-partner pandemic response project where peer support and nursing assisted clients with 10+ years of chronic homelessness to secure housing and gain stability, also ended this year. However in partnership with St. Joseph's Healthcare Hamilton, CMHA Hamilton continues to support existing ISP clients to maintain their housing and achieve recovery goals.
- Peer support workers continue to provide peer-led, evidence-based group programming for addictions using SMART® Recovery offered on a weekly drop-in basis, rotating through a 12-week curriculum.
- CMHA Hamilton continues to operate a successful low-barrier peer support drop-in program twice a week with participant numbers remaining steady.
- The Mental Health and Addictions Peer Support (MAPS) program serves people on probation who are living with mental health and/or substance use concerns. This peer support program is funded by the Ministry of the Solicitor General.
- The long-standing Mood Menders program has continued with increased member outreach.
- One peer support worker has welcomed the opportunity to support clients in the Drug and Mental Health Treatment Court.
- The final area in which peer support workers find impact is with our own internal CMHA referrals. In this program, peer support workers work with CMHA Hamilton clients to continue their goal development and achievement in recovery.



89
Individuals served



755
Contacts

Community Research Platform

Established in 2020, the **Community Research Platform** (CRP) is a community-university research partnership between McMaster University's Faculty of Social Sciences and five community organizations. The platform aims to identify, develop and sustain relational and physical infrastructure as a basis for impactful community-engaged research and knowledge exchange.

CMHA has engaged in 11 research projects through the CRP, which has led to a strong partnership with McMaster's **Centre for Advanced Research on Mental Health and Society** (ARMS).

A summary of collaborative research projects in 2023:

Investigating the Role of Peer Support in Reducing the Harm of Substance Use and Advancing Recovery: A Qualitative Analysis of CMHA Hamilton's Community Mental Health Peer Support Initiatives

CMHA Hamilton partnered with the CRP to evaluate peer support programs to inform expansion. The goal of this project is to support mental health, maximize harm reduction and advance recovery for individuals 16 and over.

Emotions Matter

CMHA Hamilton has partnered with ARMS to enhance workplace mental health and improve support for frontline care workers. The study examined the social context in which socioemotional stressors arise during client care delivery, and designed a social support and skills-building program for emotionally-challenging/laborious work environments.

Evaluating implementation of Stepped Care 2.0

CMHA Hamilton is implementing Stepped Care 2.0 (SC2.0), a model for system transformation redesigned with people with lived and living experience. SC2.0 aims to optimize the current care system and reduce wait times. The CRP will evaluate one-at-a-time counselling, Recovery College, measurement-based care and stepped case management.

Drug and Mental Health Treatment Court

This project focuses on mental health courts and drug treatment courts (DTC) and their objective of reducing recidivism. It provides an environmental scan of current literature on DTCs in North America and the contribution of peer support. The project incorporates fieldwork to understand and evaluate the nature of DTCs, with a focus on Hamilton.

Dynamic model of evaluation for suicide prevention programs

This project will support in developing an evaluation tool for Means Safety Training, a program developed by CMHA Hamilton under the Mental Health Commission of Canada's Roots of Hope project, in collaboration with the Suicide Prevention Council of Hamilton. The systematic review will inform a "how to" guide for conducting evaluations based on research methods typically used in social psychological research.

Rapid Intervention Support Team

The Rapid Intervention Support Team (RIST) is in its second year with tremendous impact and reach as an extension of the Social Navigator Program (SNP). RIST is a partnership between Hamilton Police Service and Hamilton Emergency Medical Services and aims to reduce reliance on the judicial system by navigating individuals with negative police contact toward the appropriate social service agencies to improve health, safety and quality of life.

CMHA Hamilton is partnered with Hamilton Police Service, Hamilton Paramedic Service, St. Joseph's Healthcare Hamilton, Wesley Urban Ministries, Hamilton Regional Indian Centre, YMCA, and Interval House to form the RIST. Specialized civilian navigator positions focus on housing, addictions, youth, people who identify as women, people who identify as Indigenous, and mental health. CMHA Hamilton employs the RIST Mental Health Navigator position.

The 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 interaction with police by offering "in the moment" support, navigating social service and health care systems, and making appropriate referrals.

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



934
Individuals served



6,097
Visits

Stepped Care 2.0

In May 2023, CMHA Hamilton began implementation of an innovative model of care to improve timely and flexible access to evidence-informed mental health and substance use services.

It began when CMHA Hamilton's senior leaders met to envision transformation across all programs guided by the Stepped Care 2.0 model of care (SC2.0). The value of SC2.0 has been endorsed by the Mental Health Commission of Canada and CMHA National. Benefits are shared by providers and people accessing care. Our aim: to optimize resources and organize and deliver diverse service options that are person-centred, strengths-based, and recovery-oriented.

Supported by founder Dr. Peter Cornish and the team at Stepped Care Solutions, CMHA Hamilton's implementation of SC2.0 is expected to reduce wait times for intensive case management, increase services with minimal/no intake requirements, increase peer-led and co-designed recovery education, and deliver services based on readiness, need, and preference.

SC2.0 is based on recovery principles and aligned with CMHA Hamilton's mission, vision, and values of empowering client autonomy and promoting responsibility and resilience. Because the model can be adapted to fit the organization, at CMHA Hamilton, SC2.0 will be operationalized through:



Measurement-based care



Stepped case management



One-at-a-time counselling



Recovery College

A key feature of SC2.0 is its engagement with people with lived and living experience (PWLLE). CMHA Hamilton values input from our Client and Family Council and two PWLLE who participate on the Stepped Care Advisory Committee, the highest level of SC2.0 decision-making. PWLLE are also actively engaged to co-create, design, and deliver Recovery College courses.

This two-year project includes short, intermediate, and long-term objectives and partners with McMaster University's Community Research Platform to embed research and evaluation in the implementation and execution of SC2.0 at CMHA Hamilton

Implementation of SC2.0 at CMHA Hamilton is supported by United Way Halton & Hamilton Community Services Recovery Fund.

Community Enrichment Services



168

Individuals served



847

Inquiries responded to

The past year was one of significant growth and change for Community Enrichment Services (CES). With news of Hamilton Mental Health Outreach (HMHO) winding down services, four new case management positions were allocated to CES. A key focus was providing client-centred care transitions from HMHO to CES for 70 clients with serious, persistent mental illness/concurrent disorders. Change can be difficult, particularly when long-standing therapeutic relationships must end. Frequent, transparent communication with all affected stakeholders and close collaboration between staff and transitioning clients made care transitions as seamless as possible.

In addition, CMHA Hamilton agreed to oversee the operations of IntAc, the coordinated access program for all intensive mental health case management services in Hamilton, taking over from the Hamilton Program for Schizophrenia.

Alongside members of other teams in the agency, CES led the training of new staff to deliver both one-to-one dialectical behaviour therapy (DBT) treatment and DBT skills groups. DBT returned to in-person post-pandemic and service quality was improved by enhancing the skills content taught in our DBT groups. In addition, psychotherapy services within the organization was expanded this year to provide additional services to clients in all CMHA programs.

Community Enrichment Services provided direct client services to 168 clients experiencing serious, persistent mental illness/concurrent disorders this year. Program staff responded to 847 inquiries from community members seeking assistance navigating the mental health and addictions system. CES continued to honour requests to provide information booths at community events to build awareness of CMHA Hamilton's services.

This year, our partnership with the Ministry of the Solicitor General expanded. A registered social worker was added to work alongside the registered nurse case manager to increase access to services for the growing number of clients with mental health and substance use issues referred directly from Hamilton's three probation and parole offices. Short-term case management was offered to support clients' goals for recovery and connections to primary care, peer support, psychotherapy, social recreation, and/or housing programs.

Primary Health Care Clinic

The CMHA Primary Health Care Clinic is a partnership between CMHA Hamilton and the Shelter Health Network. The clinic offers both one-to-one and group support for people 16 years of age and over who are experiencing housing insecurity and need primary care. Our health care system is complex, and it can be difficult to access the right care at the right time. The clinic's Stepped Care model is client-directed. Clients can increase or decrease the frequency, intensity and level of care in response to their needs, preferences and readiness.

The clinic team includes two registered nurses, two physicians and two psychiatrists. Our clinicians have specialized knowledge and skills to support people with mental health and substance use concerns. Motivational interviewing, trauma-informed care and harm-reduction services support improved health outcomes. Clinic services adapt in response to the evolving needs of our clients. The scope of our nurses continues to expand and now includes on-site blood work and advanced wound care. A registered nurse works within the Street Team, too, expanding the reach of our clinic services.

The CMHA Primary Health Care Clinic runs The Mind and Mood Collective for Shelter Health Network clients, a popular low-barrier psychoeducational skills group co-facilitated by a nurse and a psychiatrist. Referrals are accepted from all Shelter Health Network providers. This group assists clients to understand mood and foster positive emotional regulation and mindfulness.

This year, the CMHA Primary Health Care Clinic staff served 270 unique individuals and provided 836 face-to-face visits and 1,006 phone calls. Fifty-nine new clients joined the clinic via self-referral, walk-in, outreach and internal and external referral sources.



270
Individuals served



836
Face-to-face visits



1,006
Phone calls

Client Survey Results

97%



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

95%



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

96%



understand their care plan

98%



surveyed felt respected by their CMHA worker

98%



agree that CMHA staff have provided emotional support and counselling

I find support that I am unable to get from anywhere else at CMHA.

Our group is something I always look forward to.

They make me stable and grounded.

They help me keep grounded. The staff have gone above and beyond what I had ever thought they would do for me.

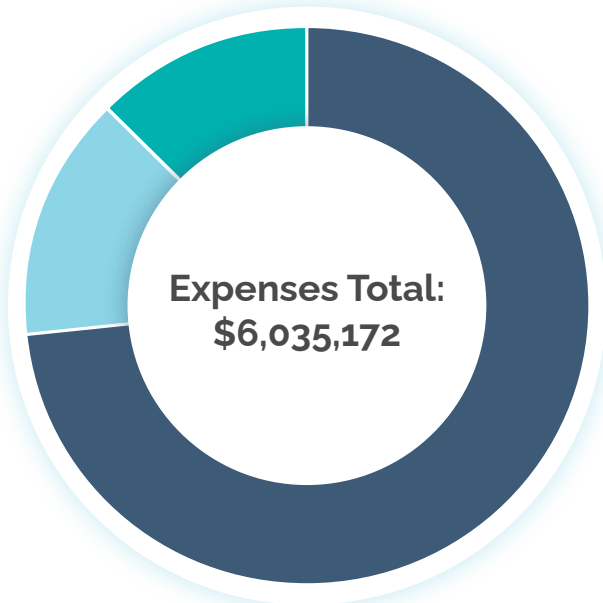
Great team and very helpful.

Very satisfied with the care and compassion shown by my mental health counsellor. Always very supportive and encouraging.

Financial Overview



- Ministry of Health | \$4,974,661
- United Way | \$185,412
- City of Hamilton | \$26,681
- Other | \$974,227



- Programs | \$4,428,731
- Housing | \$858,601
- Other | \$747,840

ANNUAL REPORT

CMHA Hamilton

2023/24



Canadian Mental
Health Association
Hamilton
Mental health for all

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