

# 2020 ANNUAL REPORT



**SHIP**  
Services and Housing  
In the Province

# Chairman's Report Kudos to SHIP's "Heavy Lifters"



"Courage doesn't always roar. Sometimes courage is the quiet voice at the end of the day, saying, "I will try again tomorrow." (Mary Anne Radmacher) This quotation reminded me of a recent conversation with a member of the SHIP team. While we were talking about leadership, the individual highlighted how important the "heavy lifters" are to the success of the team. These are the people who quietly go about doing their work, do not seek praise and are highly effective at getting things done. SHIP is fortunate to have a culture of "heavy lifters" who enabled us to accomplish so much in the last 12 months. Despite facing the challenges of a global pandemic, SHIP continues to achieve our mission: To increase quality of life through health services and housing supports that promote mental health, physical health, and wellness.

In November 2019, Accreditation Canada, an independent non-governmental organization that operates globally as an affiliate of Health Standards Organization (HSO), conducted a comprehensive audit of SHIP's performance. SHIP received the highest standing of accreditation possible: Exemplary Standing. SHIP successfully achieved 98.8% of all criteria across six standards (Governance, Leadership, Community Based Mental Health, IPAC (Infection Prevention and Control), Home Support, Medication Management). By meeting these requirements, we continue to set ourselves apart as a well-equipped healthcare leader prepared to meet the needs of our community and take on the growing challenges of

the health care system as it evolves.

Here are some of the highlights from the Accreditation Canada report:

- There is great effort and commitment from the entire SHIP team.
- Organization is seen as "ahead of the curve".
- The organization is commended for its culture of caring and putting people first.
- SHIP staff respond quickly after being contacted by clients.
- Members of the finance team are viewed as part of the overall health team.
- Board is committed, engaged and very clear about its role, accountability, leadership and advocacy.
- Mission, Vision and Values are visible throughout the organization.
- SHIP teams are commended for their commitment to principle-based care and decision making.
- The commitment to client and family engagement has been embedded into recruitment for new staff, the hiring and interviewing process, performance appraisals and signage throughout the organization.

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We continue to make significant progress against the goals within our 2018–2021 strategic plan. Thank you to the leads and committee members who drive these important initiatives. There are 26 SHIP staff who sit on the three committees representing different departments across the organization. Each Strategic aim has articulated goals; under each goal, the highest leverage projects have been identified to achieve the goals. Projects have various life cycles; some are within a single year while others can run the lifespan of the strategic plan.

Here are some highlights from the past 12 months' accomplishments:

### Enhancing Service and Housing Capacity

- Six goal areas and 26 projects within these areas.
- 54% of the projects were completed, 38% are in progress and 8% were moved into 2020/2021.

Example(s) of an achieved project:

- Expansion of Short Stay–SHIP's Short Stay program was expanded by six additional beds in Mississauga.
- Successful re-accreditation.

### Maximize Engagement

- Six goal areas and 24 projects within these areas.
- 58% of the projects were completed, 21% are in progress and 21% were moved into 2020/2021.

Example(s) of an achieved project:

- Re-launched SHIP's recruitment and on-boarding strategy.
- Development and roll out of SHIP's Client and Family Engagement Framework.

### Provincial Leadership

- Eight goal areas and 11 projects within these areas.
- 27% of the projects were completed, 73% are in progress.

Example(s) of an achieved project:

- Creation and development of Ontario Alliance to End Homelessness.
- Focused SHIP participation in three OHTs.

We have an amazing team who will enable us to continue to support SHIP's Mission, Vision and Values. Thank you for great contributions and to another successful year.

# Treasurer's Report

The 2019/2020 fiscal year was another strong year for SHIP. The organization has continued to grow its funding through providing new and enhanced services. There was also strong performance on SHIP owned capital buildings resulting in a significant increase in the capital reserve.

SHIP saw growth in its services as funding increased by \$1.1 million. This increase was due to a number of new or expanded programs. During the year, new funding was received to expand the short stay crisis beds program, a new early psychosis intervention program, new supports to priority populations and increased funding to support rent supplement programs.

SHIP did not receive an increase in base funding while costs continued to increase throughout the year. Management was able to manage the budget pressures due to rising costs. SHIP was

able to end the year within budget despite these financial pressures.

The organization was able to build on the capital repairs and replacement reserve in the current year. The reserve is currently at a balance of approximately \$4.4 million compared to a balance of \$2.4 million in the prior year. In a five year period, the reserve has increased by over \$3.8 million. This increase shows the organization's dedication to ensure SHIP has funds available to maintain the quality of its properties.

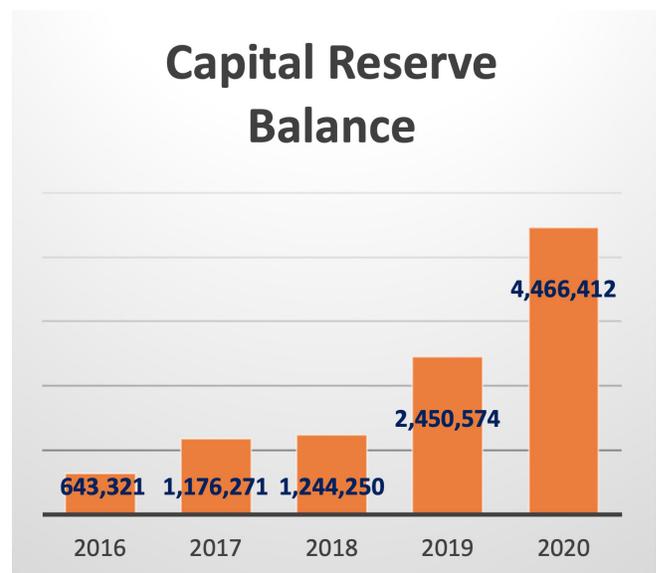
I would like to extend our thanks to the employees of SHIP for their hard work and dedication in providing SHIP's services and housing during COVID-19 which struck in early March 2020.

**Randy Beyers**  
Board Treasurer

## Revenue Growth



## Capital Reserve Balance



# Accreditation

Once again, all levels of the organization worked extremely hard to continue our Accredited status through Accreditation Canada. Accreditation is an ongoing process of evaluating and recognizing a program as meeting established standards. Participating in accreditation demonstrates that SHIP is striving to achieve a strong and sustainable culture of quality and safety. This process involved SHIP staff, board members, clients and stakeholders. In late November 2019, a team of Accreditation Canada surveyors comprised of health care professionals conducted an in-depth on-site survey. The surveyors tested SHIP's qualifications against a number of criteria required for the accreditation program. They observed the care that was provided, talked to staff, clients, families, partners and reviewed documents and files in order to follow a client's path through the organization



and have a clear picture of how service is delivered. SHIP was assessed against 6 sets of standards: Governance, Leadership, Community Based Mental Health, Home Support, Infection Prevention and Control and Medication Management. Based on this review, SHIP received Accreditation with **Exemplary Standing for 2019-2023.**

Congratulations!

# Malton Community Hub

In July 2019, SHIP assembled a team to respond to a two staged process to be the Lead Agency to operate and manage a Community Hub in Malton. We were selected as the successful proponent in this process and in partnership with the City of Mississauga acquired the responsibility for the management, operation and build/renovation of the Malton Community Hub.

This opportunity is aligned with SHIP's strategic priorities, extensive experience and expertise in creating collaborative accessible service hubs within

diverse communities. This will provide our organization with a presence in Malton and further strengthen our strategic objectives.

The Malton Community Hub will build on the community's existing strength and reputation of being an inclusive and welcoming community that respects and celebrates diversity and support opportunities for families, youth and seniors to realize their potential through community **investment, engagement and partnership.**



# COVID-19

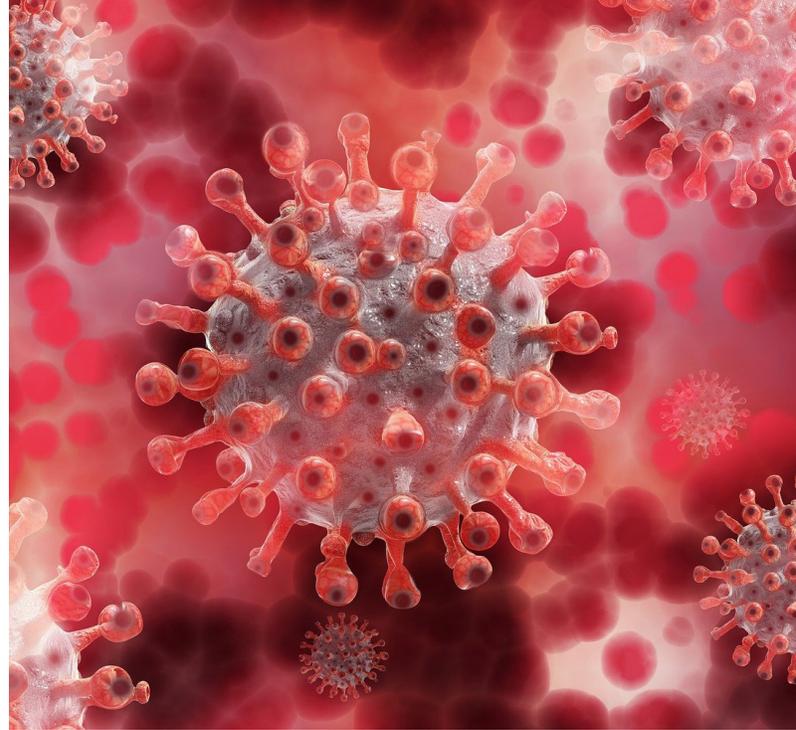
As SHIP began to wind down the fiscal year, Ontario and the rest of Canada were impacted with the Novel Corona Virus (now referred to as COVID-19). SHIP immediately activated its Crisis Management Team (CMT) and quickly began to deploy safety measures as Ontario simultaneously went into emergency lock down. The CMT spent endless hours (much like our partners and other community services) to formulate and execute a plan to protect our staff and clients from this very contagious virus.

We emerged as a strong, communicative and flexible team. Initially, it was alarming to hear the numbers of those falling ill and dying in Ontario continue to get worse; however the more we persevered with our preventative measures, we slowly began to realize a decline in the numbers across the province. Given our congregate settings, we were very fortunate to have only one SHIP staff and a few clients diagnosed with COVID-19.

Although Ontario loosened restrictions, SHIP is maintaining status quo until the fall in anticipation of a potential 2nd wave of COVID-19. Face-to-face visits have increased however; both clients and staff are using virtual contact as much as possible in place of community visits.

SHIP offices have and continue to implement necessary changes in order to provide staff a safe environment to work in with appropriate distancing measures. In addition, staff traffic in the office is low and kept to essential persons only.

Accurate and authentic communication was critical to build trust with our SHIP community during the COVID-19 Pandemic. SHIP implemented a communication strategy to ensure consistent, and appropriate communication. SHIP's diversity in terms of its size, geography, and culture also required a multi-layered approach so that the right message was delivered at the right time and in the right format.



Our communication strategy is grounded in the following two guiding principles: The health of our community comes first and our communication must convey relevant information in accessible formats.

SHIP provides information to our community that is informed by the latest available evidence from trusted sources and public health agencies to enable people to protect themselves. Further, information provided to our community has to be as accurate as possible in order to address misinformation while informing our community about the risks posed by the pandemic so that people can take appropriate and timely actions.

At the onset of the pandemic SHIP provided staff with daily communications with vital information on how to keep the SHIP community safe. As we learned and understood the virus better, SHIP continues to ramp up our services in a careful and deliberate manner while providing our staff and Board with a weekly recovery report.

To inform and to engage our community, SHIP has used multiple communication channels including, print, email, surveys, website and social media.

SHIP rapidly adopted technologies that are essential in keeping us connected. Virtual town halls, for example, are now held monthly to keep the leadership team in regular communication with all staff. The town halls include question and

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answer periods for all participants. SHIP had also established a dedicated email address for staff to submit questions and comments.

Our social media platforms and website have played an increasingly important role in providing service, operational and COVID-19 updates. In addition to the digital and virtual communications, our printed communications continue to play a vital role. For instance, our program locations, capital buildings and office locations have engaging and colourful signage and posters to remind our community on measures they must take to keep safe.

COVID-19 has challenged us at all levels of the organization to pivot from traditional operations. To remain true to our Vision, Mission, Values and Goals, SHIP adopted eight guiding Principles: Safety, Duty to Care, Duty to Steward Resources, Transparency, Proportionality, Accountability, Communication, and Team Work. These principles provided commitment from CMT to our SHIP staff while setting expectations for the organization. The principles continue to be at the forefront of all decisions taken. In addition, numerous programs were created to ensure safety at all levels of the organization.

Two key programs that were developed were SHIP Cares and a Clearing House Program. These programs supported our COVID-19 strategy from both a philosophical and operational perspective.

**SHIP Cares:** The program focuses on what people need and how they need support. A team of front line, administration and leadership make up the committee which focuses on 5 pillars; Hear Me, Protect Me, Prepare Me, Support Me and Care for Me. These pillars are the foundation for SHIP and addressing COVID at the ground roots level.



**Clearing House:** This program set out a structured approach funnelling COVID-19 related issues through one central source. The Clearing House addresses staff concerns, accommodations, questions, and provides recommendations to all levels within the organization. This process alleviates many unnecessary touch points and enables SHIP to act quickly and effectively.

In closing, we began preparations for our Annual Report in mid-July and as I write this article in August 2020 COVID-19 remains prevalent. While COVID-19 is still a challenge for the organization the CMT and all the sub-teams continue to work closely to ensure the safety of our staff and the communities we serve.

A sincere thank you from myself on behalf of SHIP to all our dedicated staff and in particular, the CMT team whom demonstrated the utmost professionalism, ingenuity and a depth of caring that continues to remain remarkable.

**Our Crisis Management Team:**

- |                |                  |
|----------------|------------------|
| Anthony Mugo   | Lesley Nagoda    |
| Cory O’Handley | Lina Termini     |
| David Marcy    | Noreen Cadore    |
| Joanna Xavier  | Sharon Fernandes |
| Laurie Ridler  | Thomas DiCarlo   |



# Community Giving

Community donations and partnerships have been supporting SHIP in strengthening the sustainability and wellness of the organization's clients, programs and projects for many years. In 2020, COVID-19 generated an overwhelming increase in donor engagement and support in response to SHIP's COVID-19 Service Response Strategy. A key goal of the Strategy was to identify supports & resources that would sustain a program's continued delivery of service during COVID-19 to our more than 4300 clients. Through the generosity of numerous community donors, a newly established Wellness Resource team distributed close to 1000 masks, 400 COVID-19 newsletters and created more than 5,000 hygiene, cleaning, perishable and non-perishable food, gardening and self-care kits for more than 2500 individuals and families.

**Community donations support the mental health, physical health and wellness of the vulnerable individuals we serve.**



We accept online donations through our secure partner site and are a member organization of Canada Helps.



# Recovery Centre

## Overview

After the global pandemic was announced in March of 2020, SHIP was asked to embark on an unprecedented journey. Given a short time-frame, SHIP was tasked with creating a brand new program in partnership with the Region of Peel, Regeneration, CMHA Peel Dufferin, and the LHINs. The program was to provide temporary shelter and supports to the homeless population who had tested positive for COVID-19 and had no safe way to self-isolate.

Within 2 weeks, a Recovery Program was launched which included a multi-disciplinary team of highly dedicated SHIP staff. The team consisted of specialists in the fields of Mental Health, Concurrent Disorders, Dual Diagnosis, and Justice. Their human service specializations were then matched with a team of medical professionals and an integrated model of care for a highly specialized population was established.

To date, the Recovery program has successfully supported 18 clients whom had tested positive for COVID-19 and were either homeless or vulnerably

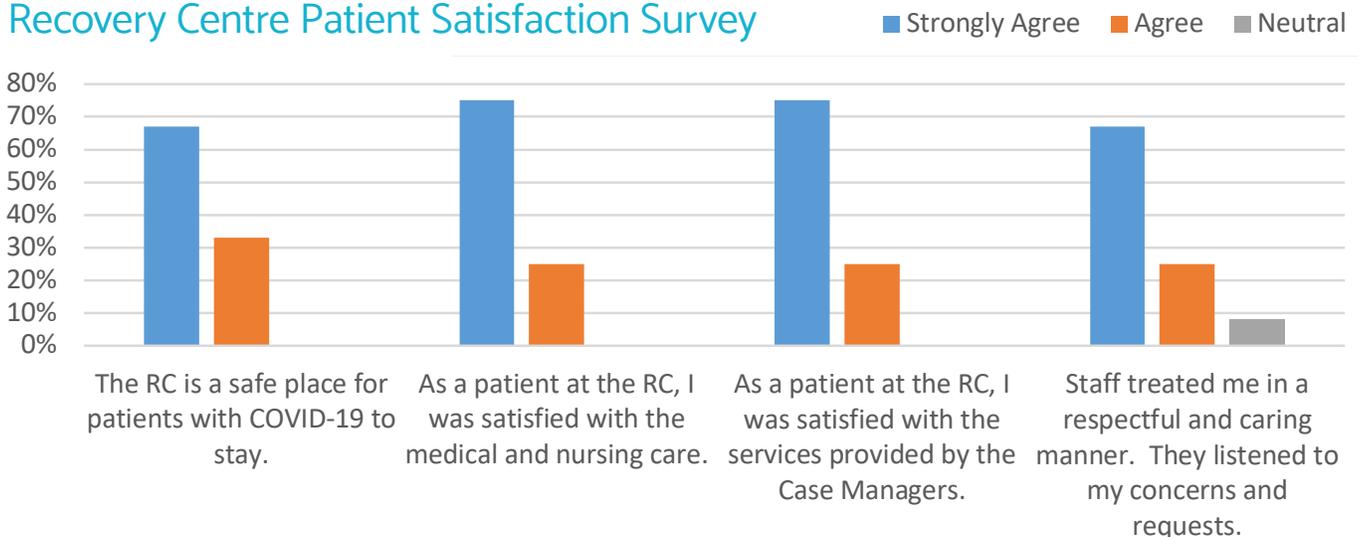
housed. Although the program was intended to specifically support the homeless population, it has shown to have unintended positive benefits. Not only were chronically homeless individuals supported to find housing, but the program also acted in a preventative way.

The program has supported numerous vulnerably housed individuals to avoid eviction based on their COVID-19 status and also offered other individuals to safely quarantine from their health compromised loved ones.

## Partners

SHIP	Region of Peel Public Health
Dr. Naheed Dosani	CMHA
Clinton Baretto	Central West LHIN
Regeneration Brampton	MH LHIN
Region of Peel Human Services	City of Mississauga
	Radisson Hotel

## Recovery Centre Patient Satisfaction Survey



# Short Stay Crisis Support Program Police Exclusive Bed Expansion

SHIP received funding to expand the Short Stay program in Mississauga.

The expansion will divert persons in a mental health and/or addictions crisis from incarceration, the justice system, and/or unnecessary hospitalization by providing them with voluntary community crisis accommodation and support.

The funding is intended to provide service to persons in immediate contact with police and will include de-escalation and stabilization of the initial crisis. It also connects clients with services and supports to enable stable, community living that addresses their health and well-being over the longer term.

This is a partnership with Peel Addiction and Referral Centre (PAARC). The expansion includes a PAARC Addiction Specialist which will be involved in many of the core programming activities. The Addiction Specialist will be an integrated member of the Short Stay Program. The service will see over 150 new clients supported.

## Access

The referral pathway must be one or more of the following:

- Brought by police directly.
- Brought by mobile crisis team (collaboration with community mental health and police team).
- Brought to hospital by police on a Mental Health Act apprehensions and not deemed appropriate for an admission, and are then referred by the hospital or brought by police.

## Potential Impacts

- Improved health and social outcomes.
- Decreased crisis resulting in fewer police calls.
- Increased diversion from detention centres.
- Reduced visits to the Emergency Department and re-hospitalizations.
- Identification of Health Links clients and the creation of Coordinated Care Plans.

Currently, there are 2 beds open with a plan to open the remaining 4 beds by the end of September. Since opening the 2 beds on July 6th there have been a total of 5 clients served with an average length of stay of 5 days. The longest stay has been 13 days and the shortest was 1 day. There have been 8 referrals made by police services.



Easy Referral Process

Fast Assessment

Reduced Contact With Police

Call for bed availability: **Weekdays 9 a.m. - 4 p.m. 416-553-1288**

**After 4 p.m./Weekends 905-279-9294**

PeelPolice.ca  
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# Community Homes for Opportunity (CHO)

A very exciting time for SHIP as we have been selected by the Ministry of Health as the community agency involved in the provincial phase two transformation of the Homes for Special Care program to the Community Home for Opportunity program.

Community Homes for Opportunity (CHO) is a supportive housing program for people with serious mental illness within the community, who may require 24-hour supportive care. The CHO program will be available to individuals within SHIP's catchment area and is intended to assist tenants by providing appropriate housing and support services within their own community and to help them achieve and maintain housing stability that is safe and affordable.

The original program was established in 1964 as Homes for Special Care (HSC). In 2018, the HSC model underwent a modernization update to meet the changing needs of the population it serves and was re-named Community Homes for Opportunity. The goal of modernization was to integrate the program into the community mental health and addictions supportive housing sector.

This allows tenants of the program to have greater integration and access to community programs which assist them to live as independently as possible.

The CHO program is person-centered, focusing on and supporting each tenant's unique and changing needs. The program takes a recovery-based approach by providing access to support services in the home and within the community, aiming to improve and/or stabilize an individual's physical and mental health, with a goal of fostering independence and integration into the community. The program offers opportunities for tenants to enhance the quality of their daily living, personal growth and development and improve life skills through participation in a variety of activities and programs. This includes empowering tenants to be active participants in their own goal setting and planning, while ensuring the opportunity to make individual choices.

SHIP is looking forward to the successes that lie ahead within the CHO program and our contributions in this provincial system transformation project.

We would like to thank all of our funders including the following organizations:



Central West LHIN



WORKING WITH COMMUNITIES IN  
PEEL, TORONTO  
& YORK REGION



## SHIP's Board of Directors

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**Louise Kindree** Vice Chair

**Geoff Topping** Director

**Moyra Vande Vooren** Director

**John Williamson** Chairman

**Peter Beck** Director

**Keith Ward** Director

**Randy Beyer** Treasurer

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