



Hope

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ABOUT MADISON

Mission

Promoting the independence, health, recovery and community integration of persons with mental health challenges through the provision of case management , supportive housing and a broad range of other programs and services.

Our Values



Madison Facts

- Operating since 1977.
- The first community-based supportive housing agency in Toronto and the first to offer mental health and addictions case management services.
- Founded by a program director, along with senior management and a group of social workers, from the Queen Street Mental Health Centre (now CAMH).
- Created to address the critical need for housing and support for discharged psychiatric patients.
- One of Ontario's first high-support housing programs with 24-hour staff.
- A founding member of Ontario Federation of Community Mental Health and Addictions Programs (now Addictions and Mental Health Ontario); The Supportive Housing Coalition (now Mainstay Housing); The Toronto Mental Health and Addictions Supportive Housing Network; and the Dream Team (the organized group of consumer/survivors who use their stories to advocate for more supportive housing).
- Now a multi-service agency providing case management as well as a wide range of other programs and services to individuals experiencing mental health and addictions challenges.

WHAT WE HAVE ACHIEVED

Report from the President and Executive Director



Stephany Mandin

President



Jean Stevenson

Executive Director

Highlights of 2017-2018

2017-2018 was another busy and exciting year for Madison. Through working within the framework of our Strategic Plan a large number of significant achievements were accomplished.

Details on the key achievements of 2017-2018 are provided further on in this Annual Report. In this President and E.D. Report we would like to take the opportunity to highlight/put a spotlight on a few special achievements of the year that stand out for us.

Madison's 40th Anniversary

One key highlight was that 2017-2018 was the year where we celebrated Madison's 40th Anniversary as a community-based, non-profit mental health and addictions agency. In the process of preparing for the 40th Anniversary Celebration Event we carried out a research project to gather more details about our origins and history. And through that effort we were thrilled to learn that the person who founded Madison back in 1977 was Ron Ballantyne – a Program Director at the Queen Street Mental Health Centre (now CAMH). In meeting with and interviewing Mr. Ballantyne we learned that by through witnessing the critical need for ex-psychiatric patients to have housing and support when discharged he was galvanized to take action to address this issue. And in the process of addressing the need, he created the mental health and addictions case management model by hiring a team of social workers to support discharged patients to transition successfully back to the community by ensuring all of their Social Determinants of Health (SDoH) would be met. Together with his colleague – John Trainor—he also created the mental health and addictions supportive housing model when he leased a large house on Madison Ave. in Toronto. 10 discharged patients were moved into the house and were provided with on-site 24/7 support. *Please see the last section in this Annual Report on Madison's History to learn more about the inspiring story of how Madison began and how it grew.*

Our 40th Anniversary Celebration Event was held on November 8th 2017 at the Daniels Spectrum with 150 attendees – including MPP Cristina Martins and Susan Fitzpatrick, CEO of the Toronto Central LHIN who each spoke. At the event the original Madison founders – Ron Ballantyne, John Trainor and

Chris Higgins were each honored and spoke of the history of Madison from their perspective. They also spoke about how impressed they were by how Madison has grown over the years and how well we are staying true to our roots by continuing to keep our focus on ensuring that every effort is always being made to ensure that the SDoH are being met for all of our clients.

How Madison’s Clients Social Determinants of Health Are Being Met

Given our experience of hearing Madison’s founders reinforcing that the Social Determinants of Health must form the core of our work – we decided to highlight their importance in this Annual Report and to create a snapshot of how well we are doing in ensuring each determinant is being addressed to the best of our ability for our clients. *Please see the following page which provides that Snapshot.*

The Growth of Madison’s Immigrant/Refugee -Recovery during Immigration and Settlement (RISE) Program

Madison has always focused on creating programs which address a service gap. In 2011 - with the support of federal government funding- Madison became one of the first mental health and addictions agencies to create a program that recognized that a large number of new immigrants and refugees (especially those coming from war-torn and/or countries of persecution) have suffered significant trauma which has affected their mental health. And that they need to be supported in addressing **both** their mental health and settlement needs.

Madison is very proud of the success of the RISE program and of how in 2017-2018 we were able to build on that success and expand the program to serve many more clients from numerous countries. *Please see the following pages which spotlights the Growth of the RISE Program.*

We are extremely proud of what we have achieved in 2017-2018 and are excited about building on those achievements and accomplishing new ones in 2018-2019 and onwards.

We chose the theme of ‘Hope’ for this year’s Annual Report because it is one of our values but also because our clients are often saying that being able to regain hope is an most important step in their recovery journey. They also frequently tell us that the support Madison provides has given them hope.

As always – none of the successes we achieved in 2017-2019 would have been possible without our dedicated and hard working staff; our Board of Directors; our funders, corporate sponsors and donors; our partners and especially our clients.

We thank all of you. Your ongoing support, dedication and commitment is truly appreciated.



Stephany Mandin
President and Chair
Madison Community Services



Jean Stevenson
Executive Director
Madison Community Services

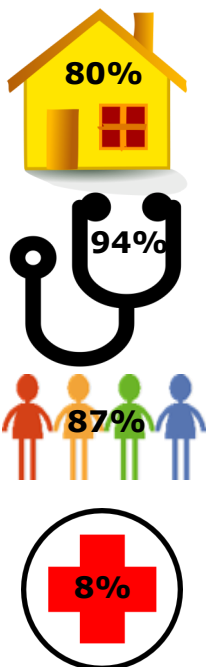
Social Determinants of Health

Social Determinants of Health (SDoH) are key factors that contribute to overall health, well-being and recovery. People experiencing mental illness and/or addictions are more likely to experience disadvantage related to some or all of these factors. Numerous studies show that addressing SDoH has a bigger impact than medical intervention. Madison's primary role is to support our clients to overcome disadvantages they may experience related to SDoH.

The statistics below from 2017– 2018 gives a powerful snapshot of the impact of Madison's services.



SDoH -Madison Client Impact Statistics 2017–2018

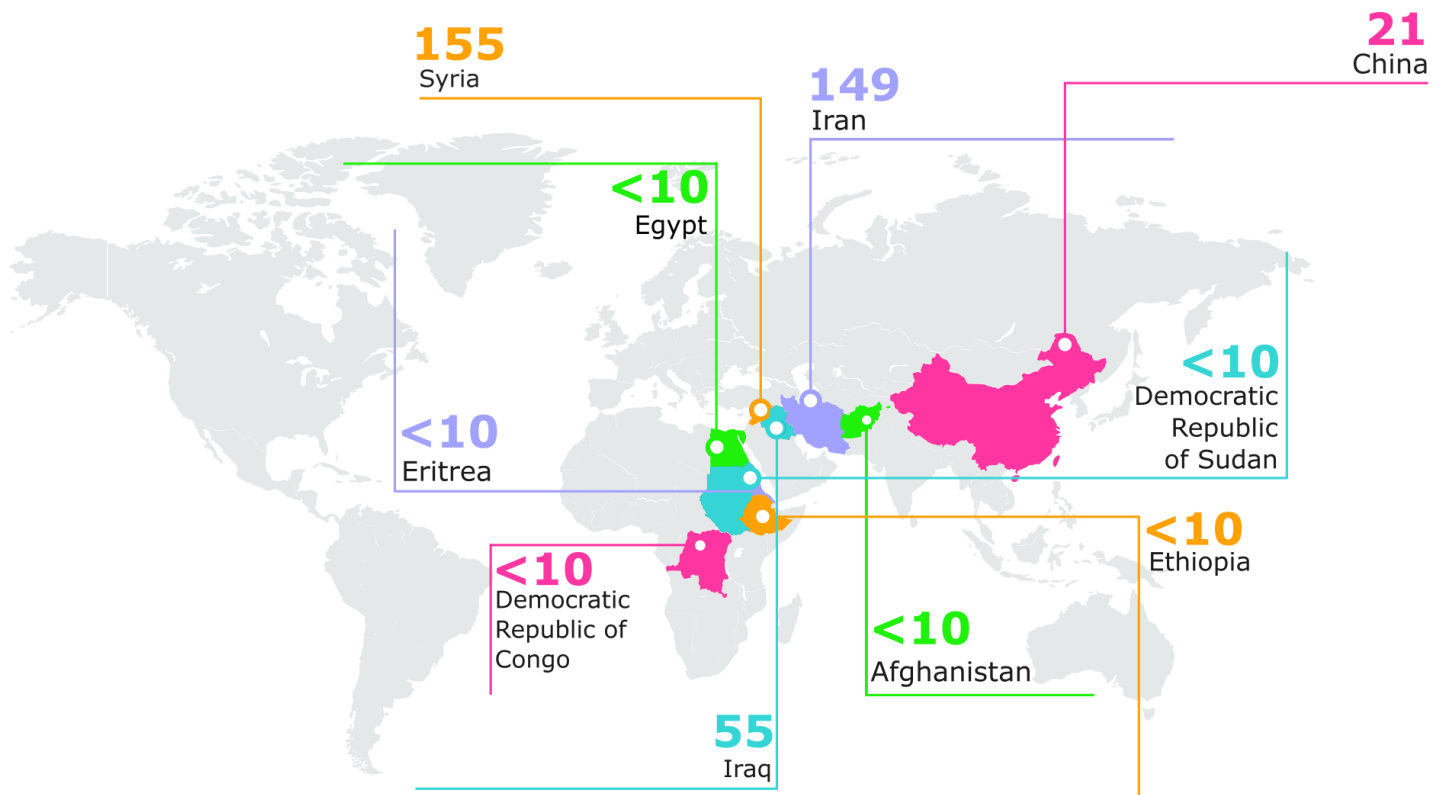


- 80% of Madison clients had stable housing.
- Of the 20% (n = 60) of clients who experienced homelessness or unstable housing - Madison Case Managers assisted 32 (40%) to find housing. 38 people remained without stable housing at the end of 2018 reflecting, in large part, the serious lack of affordable housing in Toronto.
- In both TC LHIN and RISE programs 94% of our clients had family doctors - exceeding the provincial level of 90% of Ontario residents with family doctors.
- 87% of all clients had connections to family or friends.
- 73% of TC LHIN and 61% of RISE program clients were engaged in structured community groups.
- Only 8% of our clients accessed the emergency room or were admitted to hospital.
- Only 3% of clients had issues with police (i.e., charges, arrests).

Growth of the RISE Program

Madison's Recovery During Immigration and Settlement program (RISE) grew significantly in 2017–2018. RISE serves newcomers who have come from war-torn and/or countries of persecution where they have experienced significant trauma. The program has expanded in every way including new funding sources, new partners, new staff, new languages for service delivery, and, most importantly the number of clients and the countries served.

Number of Clients Served by the Rise Program by Country of Birth (N = 433)



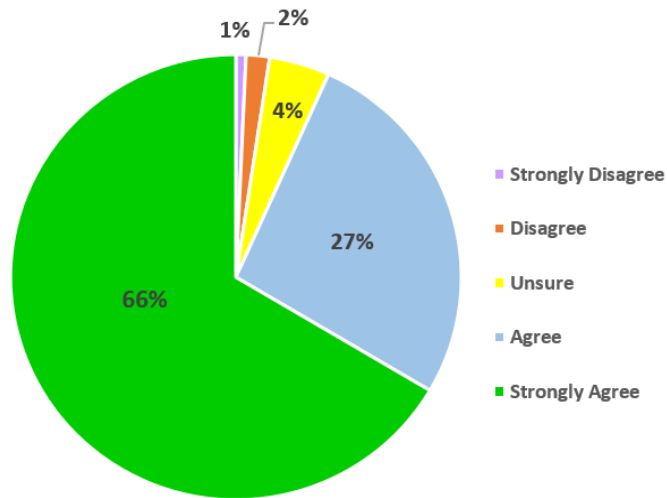
* No Country of Birth information was available for 28 clients.

Growth of RISE

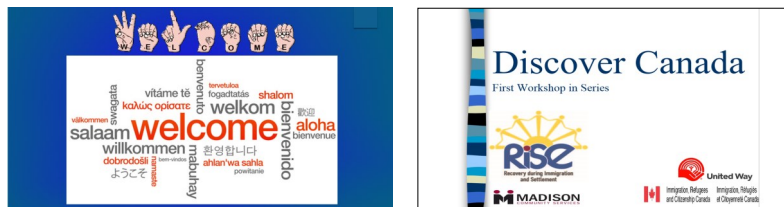
RISE Workshops in 2017– 2018

- In conjunction with community partners, the RISE Program was able to increase the number of workshops it delivered. In 2017-2018 the RISE program held **94** workshops for a total of **812** participants. *(note number of participants includes those attending more than one workshop and those who are clients of RISE partner agencies)*
- Based on a review of 430 Client Experience Feedback Questionnaires we learned that:
 - 93% of respondents found the workshops helpful (66% strongly agreed) while 96% found the workshops well-organized.
 - 93% of respondents also reported that the presenter was clear, concise and able to answer questions.
 - 97% reported that they were likely to return to a workshop.
 - Overall, 95% of respondents reported being satisfied with the workshops.

Today's workshop was informative & useful
(n = 415)



A Sampling of RISE Workshops



Strategic Directions, Priorities & Achievements 2017–2018

1. Focus on Clients

Priority 1.1 : Enhancing and expanding programs that promote connection, engagement and recovery

Achievements

- **Increased the capacity of Madison’s Newcomer/Refugee program -RISE** – by securing increased funding from IRCC for an additional Arabic-speaking Case Manager; an Engagement and Outreach Worker; and a program Evaluator as well as funding from the ECHO Foundation
- **Expanded services for the Hispanic Community** through funding from Ontario Ministry of Citizenship and Immigration to create the Nuevas Raíces/New Roots Program for vulnerable newcomers
- **Expanded the range of the RISE program services** to support a broader range of newcomers including refugee claimants and re-settled refugees
- **Carried out a Quality Improvement Project** – focussed on making improvements/updates to our Case Management program client files/records forms and processes including:
 - new client intake forms and process
 - updated /standardized client support plans
 - updated/ standardized client notes linked to support plans and client’s goals
 - improving our case management data system
- **Updated and implemented** Madison’s case management model and processes
- **Equitable Bank- Bill Walker Memorial – Madison Client Education Bursary Fund** – provided bursary grants to **52 clients** with the generous support of Equitable Bank and the participation of staff/ board members in the 2017 Scotiabank Charity Challenge Run/Walk. Examples of use of the grants include: Social Services Worker Certificate program; Graphic Design Diploma; Foreign Language Teaching Certificate; Computer Repair Certificate; Yoga Instructor Certificate; ESL; Driver’s License Training and Test fees; and Wheelchair Yoga.
- **Worked with Second Harvest to secure food and meals for clients** of the CAMH –Madison on-site high support housing program (Lansdowne Program) and supported a food bank for clients in the building. From September 1, 2017 to August 31, 2018, Second Harvest delivered **23,030 pounds of food**, a donation valued at **\$57,575.00**, diverting **216,528**

Priority 1.2 Maintaining and enhancing a high-level of client participation and engagement

Achievements

- **Social – Recreation Program** - organized numerous social recreation events and outings designed to increase clients sense of connectedness and community including:
 - 40th Anniversary Celebration Event at Daniels Spectrum
 - Annual Client Holiday Party/Dinner
 - Mental Health Week – Madison March (staff and clients) to Nathan Phillips Square
 - Celebration of Life Event for clients and staff to honour the lives of clients who passed away in the last year
 - Movie Days – Trips to Carlton Cinema
 - Centre Island Day Trip – BBQ and Swimming
- **Held an Exhibition** of client participants of Madison’s Art Expressions Program at the Show Gallery
- **Increase in Lansdowne Program Groups** including Mindfulness and Book Club
- **Held weekly house meetings with client-residents** of our congregate living homes to promote peer support and group resolutions of house issues

2. Build Capacity to Meet Client Needs

Priority 2.1 Strengthening existing and pursuing new partnerships and collaborations

Achievements

- **Worked with CAMH Social Determinants of Health Program and Lansdowne Property Management** to support the successful tenancy of 20 clients in independent living.
- **Worked with the CAMH New Beginnings Program** to create clear pathways to support newcomers in receiving appropriate mental health supports with Madison's RISE program featured in CAMH Refugee Mental Health Project Newsletter March 2018 as a Best Practice.
- **Worked with Hong Fook** to develop common models of case management and evaluation.
- **Expanded reach of RISE program** by developing models for itinerant services with Agincourt Community Services Association (ACSA)
- **Continued shared IT system partnership** – Tech Accord- with Mainstay Homes; Houselink Community Homes; St. Jude's Community Homes; AIS Housing and hired new 3rd party provider to carry out improvements to the system
 - The Access Point
 - Agincourt Community Services Association (ACSA)
 - CAMH
 - Canadian Centre for Victims of Torture
 - COSTI
 - Equitable Bank
 - Hong Fook
 - Lansdowne Property Management
 - Local Immigration Partnership
 - Mainstay Housing
 - Newcomer Women's Services
 - North, East and South Local Immigration Partnership
 - Second Harvest
 - St. Stephen Community House
 - Toronto Employment and Social Services (TESS)
 - The Cross Cultural Community Services Association
 - Thorncliffe Neighbourhoods Office
 - University Settlement
 - Working Women

Priority 2. 2 Build on and generate new funds

Achievements

- A total of **\$726,500** of new funding revenue was raised in 2017-2018 through new government funding proposals, sponsors and donors and Madison's fundraising activities. Of that total, \$360,230 was raised and used in 2017-2018 and \$366,270 was raised through funding proposals submitted in 2017-2018 for use in 2018-2019.
- **Key sources of new funding revenue included:**
 - \$300,000 - United Way Funding for Community Services Sector (over 3 years) to expand services to Arabic-speaking newcomers
 - \$ 187,000 in increased funding from Immigration, Refugees, Citizenship Canada (IRCC) to support expansion of RISE program services by hiring 1 additional Farsi speaking and 1 additional Arabic speaking case managers; adding a full-time Outreach Facilitator and a part-time Community Engagement Worker to the staff team to increase our capacity to serve the Syrian, Iranian, Iraqi and Afghani populations
 - \$100,000 -Ministry of Citizenship and Immigration Funding for Vulnerable Newcomers to create the Nuevas Raíces/ New Roots Program to support Spanish speaking refugee claimants
 - \$100,000 grant from the ECHO Foundation for the RISE program
 - \$ 43,364 -Equitable Bank's increase of funding for Client Education Bursary Fund and Art Expressions program plus additional donations throughout the year
 - \$23,000 through the Toronto Renovates Fund to enhance safety at house Madison leases from City of Toronto
 - \$13,000 raised through the 2017 Scotiabank Waterfront Marathon Charity Challenge dedicated to the bursary fund

2. Build Capacity to Meet Client Needs

Priority 2.3 Preserve Madison owned houses and expand our housing stock

Achievements

- **Commitment to Madison of a purpose-built floor for intensive high support housing program** through partnership with LPM re planned construction of new affordable rental housing on site next to and to be attached to 1011 Lansdowne – location of the Madison –CAMH on-site high support housing program
- **Increase of 27 apartments in allocation of units from partner St. Clare's Multifaith Housing** – including 12 units in one building to be dedicated to clients of Madison's Hispanic Program with Madison providing community support to other Spanish speaking clients in the building.
- **Annual Equitable Bank Intern Volunteer Paint Day** -30 Equitable Bank Interns painted the front porches and entire first floors of two of Madison's congregate living houses.
- **Grant from Toronto Renovates Fund** used to replace hot water heaters and rebuild the fire escape of a house leased from the City of Toronto.

3. Strengthen our Organization & Support our Sector

Priority 3.1 Strengthen Madison's governance and management & promote a culture that values staff

Achievements

- **Staff Support:**
 - Staff Appreciation Day for Case Managers – lunch and 'Paint Nite' event
 - Staff Appreciation Day for Lansdowne staff – lunch and bowling
 - Staff Holiday Party
 - Enhanced practice of monthly staff meetings for collaborative input into organization and event planning and two meetings/month for case managers for input into QI initiatives as well as overall case management support
 - Expanded monthly psychiatric sessional to include additional 1 day/month for one on one consultation with case manager and clients
- **Staff Training:**
 - De-escalation training sessions for CAMH-Madison-Lansdowne on-site high support housing program staff
 - Food Handling Certificate Program
 - 1st Aid Certificate Renewal training sessions

Priority 3.1 Increase Madison's profile to plan an active leadership role in the sector.

Achievements

- **Active Membership and Involvement with Numerous Sector Associations and Funders including:**
 - Toronto Mental Health and Addictions Supportive Housing Network – active participation in monthly meetings and on Network work groups and advocacy
 - Toronto Alliance to End Homelessness (TAEH) – active member agency and on the TAEH Steering Committee attending monthly meetings
 - Toronto Central LHIN – attendance and involvement at TC LHIN meetings re sub-region planning for integrated services
- **Memberships and active involvement with other sector associations and partners:**
 - Addictions and Mental Health Ontario (AHMO)
 - Ontario Non-Profit Housing Association (ONPHA)
 - Canadian Alliance to End Homelessness (CAEH)
 - Canadian Housing Renewal Association (CHRA)
 - The Access Point – (centralized wait list system for mental health case management and supportive housing) – Intensive Case Management (ICM) Push Model Work Group
 - St. Clare's – monthly partners' meetings

Special Projects

Achievements

- Worked with Lansdowne Property Management, CAMH, Mainstay and Toronto Public Health to **launch a comprehensive strategy to tackle bedbug issues which includes assessment, treatment and education** .
- Research and development of **Actual Costs for On-site High Support Model** with Habitat Services, Inner City Family Health Team, WoodGreen Community Services, Regeneration Community Services.
- Played lead role in Supportive Housing Work Group to create **Briefing Note to Minister of Health and Long-term Care on the Rent Supplement Deficit Crisis** – caused by rent supplements funds not having been increased on an annual basis for many years to keep up with rent, utilities and other increases.



A client gazes out at the Toronto skyline from Toronto Island while at a Social Recreation BBQ Event

Client Testimonials



Lisa

I am so grateful to Madison for taking me under their wing as they have supported me through some very challenging moments in my life. I feel so fortunate that my case manager, Simin, has provided me with unconditional support and guidance through my journey. My journey at times has been a struggle, but now with my toolbox in place that Simin and I have built together, I feel as [if] I have chance at a full recovery. As I piece my life back together, I feel as [though] I am rebuilding not my old life, but a new one that is filled with hope and resiliency. I now focus my energies on achieving my goals and reaching new heights. I am so thankful to Madison for guiding me on my path to my new life that I never thought possible.

Juan

My name is Juan. I came to Canada in April 2009 with the hope of starting a new life. I struggled with personal issues and challenges that have impacted my mental health issues. When I was referred to come to Madison in 2017, my case manager was very supportive, compassionate and helped me to gradually rebuild my life again. Thanks so much to Madison for placing me at the St. Clare's Multifamily Housing Society, I am no longer living on the street. I now have my own place! But most importantly, I wanted to thank Madison for assigning me a case manager like Jessika!

(with Case Manager, Jessika—pictured left)



Client Testimonials

Sarkis



My name is Sarkis and I am originally from Syria. I came to Canada in 2015 through private sponsorship. I was connected to Madison Community Services' RISE program for my mental health and settlement needs such as finding suitable housing, navigating through the public transportation, translation as well as interpretation and building social connections. After many efforts, my Case Manager was able to find me a monitored and subsidized supportive housing. My life back home was not an easy one and here too I suffered a lot of hardship but whenever I needed support or someone to advocate on my behalf, my Case Manager would always make the time for me.

(with Case Manager, Roni —pictured left)

Yris

My name is Yris. I came to Madison Community Services since 2017 as a newcomer. I was part of Friday's group meetings in Spanish ,so during those meetings I learned [about] being in Community and I did not feel alone in Canada.

Also I am grateful to this important organization for giving me the opportunity to study and for the financial support in helping me to take the Interpersonal Communication courses at George Brown College, this experience was one of my dreams when I arrived to Canada.

I am very happy now that I am attending a new Spanish program with Claudia ,where all the knowledge that I am learning is helpful in my daily life.

I agree with Madison Community Services in open[ing] their doors for everybody who has a lot of motivation and wants to pursue a new life in Canada .

Thank you so much to this organization.



Client Testimonials



Gary

I came to Madison Community Services as a client trying to rebuild a life with stability and purpose. My counselor has been a wealth of information and encouragement on issues including personal challenges, education, employment, and housing. At times I have been juggling many roles, and Madison has been able to provide supports for me including a bursary for education, social events, career advice, and housing search support. More recently I have started working part-time with Madison Community Services, which is a great opportunity for preparing to return to full-time employment. During a time of challenge and change, I needed resources beyond myself, and Madison Community Services has been able to effectively provide those resources.

Hector

I came to Canada in 2008. I faced many challenges and personal problems on my own. It took me years before I could find the help I needed. I am very glad and thankful to have found Madison this year. After just one year – my case management workers have been helping me achieve my personal goals. I have needed housing for a long time and now finally –through Madison – I recently moved into my own apartment – my own place for living! Finally, my story has changed! THANK YOU MADISON for your support and services.



Sahar

My name is Sahar and I am an Iraqi. I came to Canada in 2014 as government sponsored refugee from Turkey. I love living in Canada because it is a free country where people have rights, freedom of speech and respect for individual differences. I feel safe and strong here as I can confidently speak my mind without any fear.

Throughout my settlement experience, Madison has given me support in coping with my life challenges as well as prepare me for the citizenship test, accompany me to and from important appointments, and providing me with the opportunity to participate in both the Women's Dance and Art Expression groups among other fun social recreation activities.

Through Madison Education Bursary, I was able to use the money to register and eventually obtain my G1 driving license. Besides their support services Madison has given me a sense of community and belonging. I feel happy to be active and building social connections in my new home country.

(With Case Manager, Maha – pictured left)

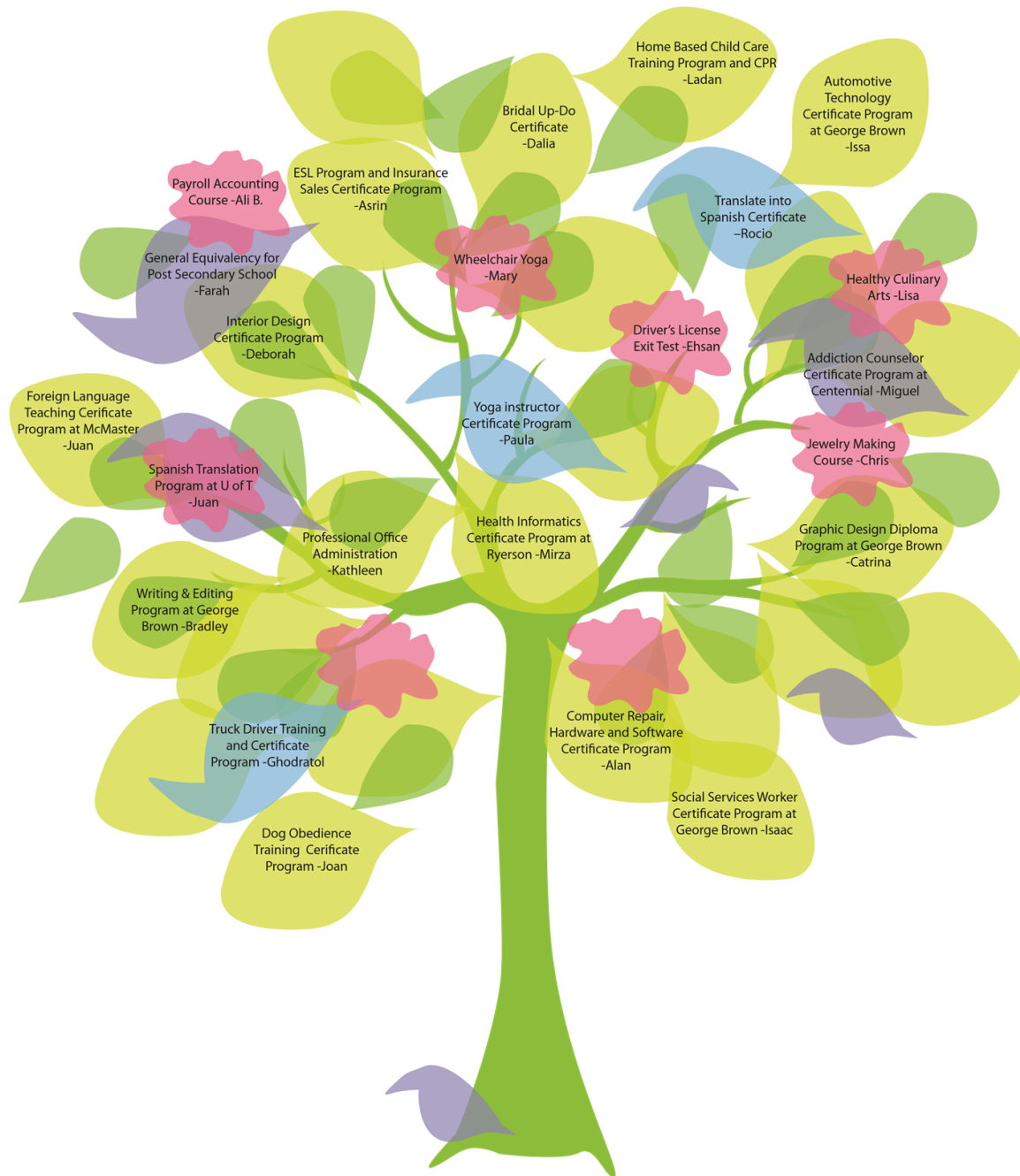


Art piece created by a participant of Madison's Art Expressions Group Program

Equitable Bank—Bill Walker Memorial Bursary Program

With the generous funding provided by our corporate sponsor - Equitable Bank, the Bursary Program has proved to be extremely successful. The goal of the program is to provide our clients with the necessary funds to pursue learning through formal education or life skills training. The joy on the faces of clients whose application has been approved and their letters about the numerous positive effects the learning experience has had on their lives is testimony to the power of this program. In 2017-2018 the program reached a milestone of providing grants to **over 164 clients** since the program began in 2013.

Below are a few examples of the diverse training the Equitable Bursary Program has provided our clients.



PROGRAMS & SERVICES

Although Madison is a medium size agency compared to others in the mental health and addictions sector, our impact in supporting our clients in their journey to recovery through our wide range of programs and services has proven to be effective, powerful and significant.

With the support of our funders and in collaboration with our partners, in 2017 – 2018 Madison continued to provide a broad array of effective programs and services to our clients as well as expanding existing programs and continuing to create new ones. And ... as always—we have continued to identify and address service gaps – such as with our RISE Immigrant/Refugee program which provides both mental health and settlement supports and our Nuevas Racias/New Roots Program for refugee claimants.

Toronto Central LHIN—Funded Case Management Services

Thanks to funding through the Toronto Central LHIN, Madison provides comprehensive recovery- based case management services to over 400 clients with mental health challenges from diverse backgrounds. Although Madison serves a wide range of individuals, we have honed our expertise to meet gaps in the mental health system, such as services to newcomers, to Spanish speaking clients and to clients who require high support.



Mental Health & Addictions Supportive Housing

Two integral pieces that are very important for people that suffer from mental health challenges is acquiring and successfully maintaining housing. Without stable housing it is extremely difficult for any individual to accomplish any other goals. In 1977, Madison was the first agency to provide supportive housing to client's experiencing mental health challenges as well as homelessness. We now provide a total of 129 units to our client residents. Madison operates seven homes which provide congregate living in a supportive housing setting to 46 client-residents through funding provided by the Ministry of Health and Long- Term Care. In partnership with CAMH, Madison leases 20 bachelor units and provides on-site high support services to in- patients who are making their transition from hospital back to the community. In addition, Madison has partnerships with Mainstay Housing, St Clare's Multifaith Housing, and private landlords which gives Madison the opportunity to offer bachelors and one bedroom units to clients who require medium support and prefer to live independently.

IRCC—RISE Program

In partnership with and funding from Immigration Refugee and Citizenship Canada (IRCC), Madison has developed and expanded its Recovery during Immigration/ Settlement (RISE) program significantly since it started in 2011. Many RISE clients come from war-torn countries where they have experienced trauma and often persecution. RISE provides a range of community-based, holistic services to address mental health and settlement challenges for newcomers and refugees, such as one-on-one case management, group orientation sessions, peer support and social activities. RISE works in partnership with and referrals from COSTI Immigrant Services, Thorncliffe Neighborhood Office, Working Women and Canadian Centre for Victims of Torture and other new partners and collaborators such as the Agincourt Community Services Association (ACSA)

Madison's RISE program is designed to support a positive settlement experience that promotes independence, health, recovery and a sense of belonging in Canada. Both the clients and the staff members of the RISE program come from diverse backgrounds and immigration experiences. Madison staff members offer services in English, Arabic, Farsi, Tamil and Amharic.



Nuevas Raices

Funded through the Ministry of Citizenship and Immigration, Nuevas Raices (New Roots) serves vulnerable newcomers, including refugee claimants, protected persons, permanent residents and convention refugees. While Nuevas Raices works with a range of newcomers, the program has a particular focus on the Hispanic community—expanding and extending the services offered through Madison's Hispanic and RISE Programs.

Nuevas Raices offers mental health and addictions case management, orientation workshops and groups that include topics such as life in Canada, financial literacy, parenting and family wellness, domestic and sexual violence, orientation to access health care, education and social services systems. The program also offers assistance with settlement-related issues: we support clients to overcome settlement and transition challenges. Perhaps, as importantly, Nuevas Raices also offers social activities that allow clients the opportunity to experience the Canadian context while connecting with others in the community.

The Hispanic Program

Madison's Hispanic Program is one example of Madison creating 'niche' programs to address a service gap. For over 20 years Madison has been the only agency to offer mental health & addictions case management services in Spanish to the ever growing Hispanic population in Toronto. The Program also offers two specialized group sessions to our Spanish-speaking clients, which are both held weekly. The Esperanza (Hope) group supports clients with addictions, the group engages in peer group discussions led by Spanish-speaking case managers. The other Spanish Speaking group focuses on providing the opportunity to socialize, develop life skills, and other group activities. These group programs were developed to address the lack of such supports offered in Toronto to the Spanish-speaking population who suffer from mental health and addictions challenges.



CAMH-LPM-Madison High-Support Housing Collaboration

In partnership with CAMH and LPM (a private land-lord) 20 subsidized bachelor apartments are available to CAMH ALC in-patients who are making their transition from hospital to independent living.



With the support of LPM, Madison has established a program/ community center in the building for the clients of this partnership and provides a wide range of programs including: daily meal programs that help develop skills such as prepping, cooking, and cleaning. Clients have the opportunity to use the community room to be part of peer support groups, use the computers, play video games and socialize.

We also provide the client-tenants with support around developing activity of daily living skills such as maintaining their home, laundry, budgeting, grocery shopping, banking etc. We provide support in areas such as computer skills training, helping clients to look for jobs, education and or volunteer opportunities. Our staff works collaboratively with CAMH, outside resources, and other agencies. We also provide short term counseling, teach self-advocacy skills, and advocate on clients behalf.

Art Expression Group

Madison's Art Expression group program is a multicultural expressive art-based support group for our clients. The group meets weekly to explore and express themselves through peer led painting sessions and facilitated dialogue. Art Expression works from within a Recovery framework model to provide clients with meaningful opportunities to socialize, develop important life skills, build community and engage in a healing creative process.



Participants of Art Expression group working on the "Hope" painting featured on the cover of this Annual Report

Women's Solution-Focused Dance Group

Madison's Women's Solution Focus Dance Group has become a popular program for clients to participate in a welcoming and fun atmosphere. The participants in this group are encouraged to express themselves and share openly about their experiences in a supportive environment.

The first half of the time is dedicated to learning new dance moves, yoga and crafts which is led by volunteers and creates a friendly environment. During the second half of the time clients engage in a peer support group discussion expressing their feelings, thoughts, and experiences, while focusing on how a solution-focused approach can lead them to recovery, health, and wellbeing. The Women's Dance Group has performed at numerous Madison events and for our sponsors.



Social Recreation

Madison provides support for clients through social and recreation activities and is committed to maintaining and expanding this program as such activities play a large role in the recovery journey of our clients and is a key element in addressing the Social Determinants of Health. It provides our clients with opportunities to meet new people, socialize, develop a community of friends, learn new skills, and improve their overall life experience. This program is completely planned and organized by a social recreation committee made up of volunteer staff and clients. In 2017-2018 some of the events/outings included trips to the AGO, the ROM, Spring Dance, Centre Island and CNE. Also, this year clients organized a Celebration of Life Event for clients who had passed away during the year. With the help of our donors we have been able to hold an annual holiday dinner party and invite all of our clients to attend. The party is one of the most popular events and receives the most client attendance. The committee would like to thank all the clients and the staff who assist in making our numerous social recreation events possible.

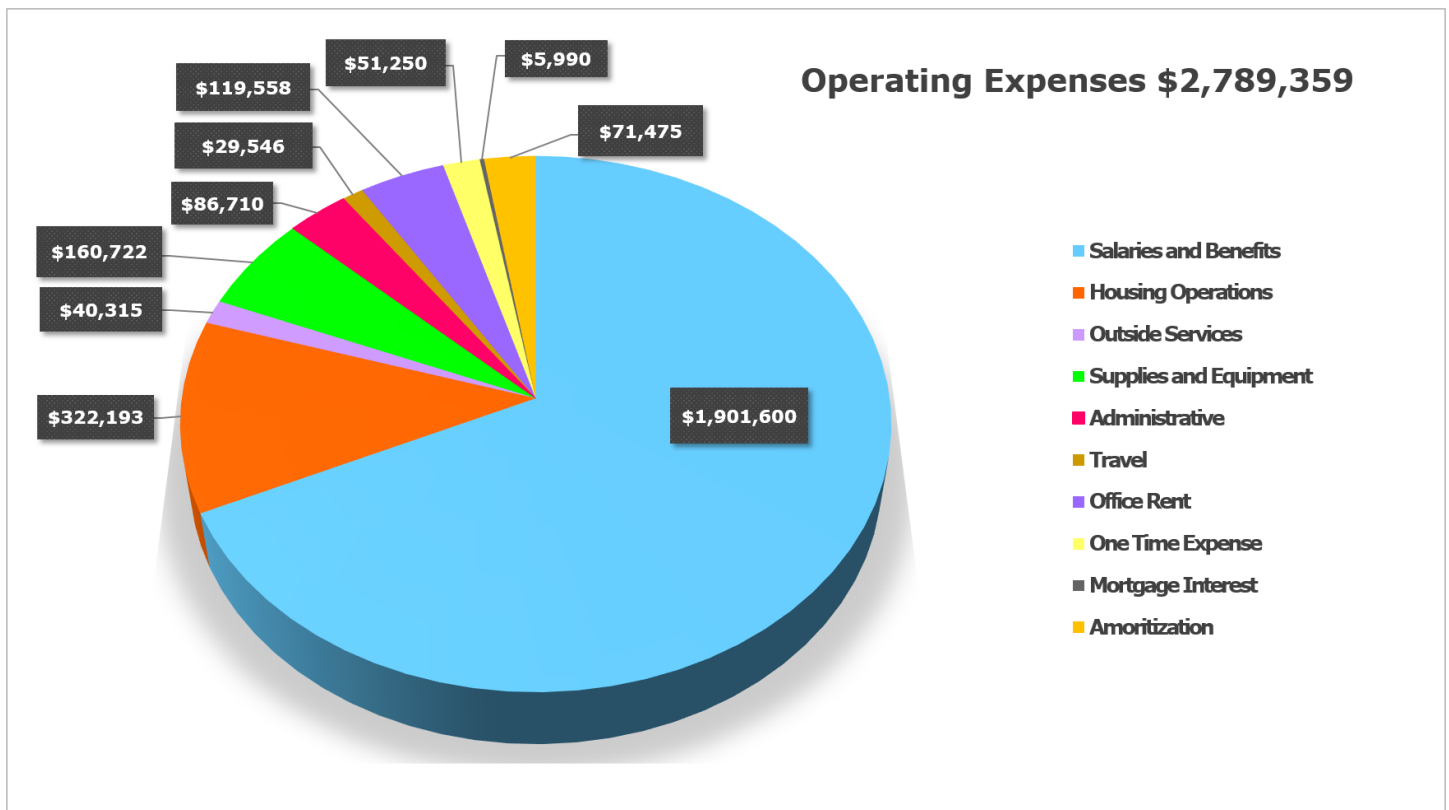
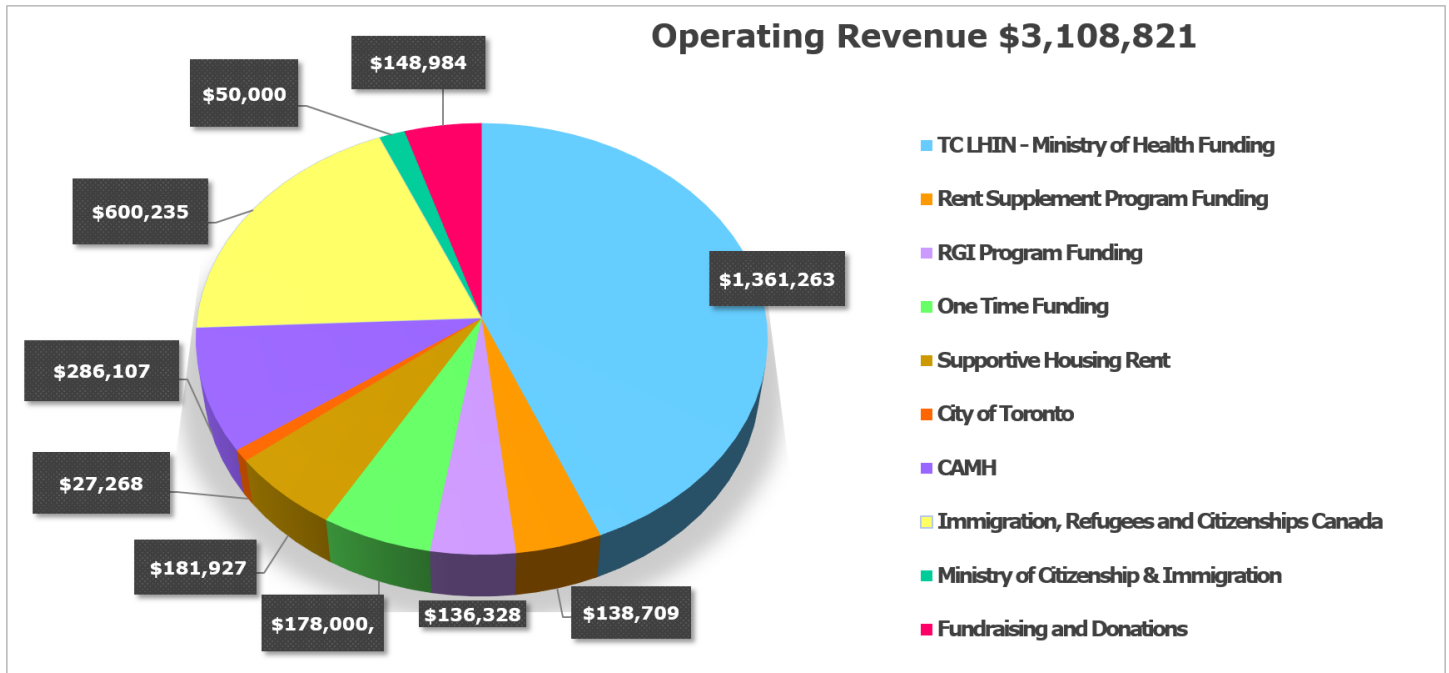


Client Vocational Program

Madison has a Client Vocational Program which consists of a receptionist program at Madison's head office and a landscaping program for our congregate living houses.

Currently, there are 11 client receptionists and 4 client lawn care workers that are employed. Through this program our clients develop valuable and employable skills and also earn an income which enhances the quality of their life. The goal of this program is to give clients skills to enable them to look for more stable and high paying employment elsewhere.

2017 – 2018 FINANCIALS



WHO WE ARE

Board of Directors 2017–2018



Stephany Mandin

President and Chair

Stephany is a litigation lawyer and a partner of Goldman Hine LLP, a downtown Toronto law firm.

Invested in social justice, Stephany has extensive experience in the areas of human rights, residential tenancy and administrative law and has written articles for various journals and publications.

In addition to her law degree, Stephany also has her Masters degree in socio-legal studies with a focus on economic rights, discrimination and marginalization. Stephany joined Madison's board of directors in 2010 and looks forward to many more years with the agency.



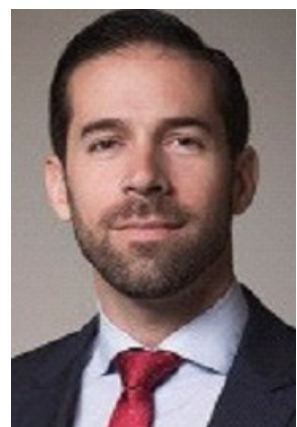
Jared Kligerman

Secretary

Jared is the VP Business Development at Witz Education, an international training company specializing leadership, customer service, and sales.

His academic BSc neuropsychology and MBA specializing in strategy and marketing allow Jared to have a deep understanding of how to connect with others.

Along with being a keynote speaker and trainer, Jared contributes to the course development and white papers at Witz.



Chris McKeown

Treasurer

As a Senior Financial Planner with TD Wealth, Chris helps a wide variety of people to achieve their financial independence through investment and goal management. With an Hons. Bachelor of Commerce degree from McMaster University, a CFP designation and over 15 years experience in the banking sector, he takes pride in not only advising clients but educating them as well.

He is very active in the community and has spent countless hours working with a number of community organizations like Big Brothers (and MCS, as well as local high schools) in both a general capacity as well as providing financial literacy seminars to improve the financial IQ of as many people as he can.

With a wide variety of passions, including travel, photography and adrenaline sports, Chris is regularly looking for the next challenge to make life more interesting.

Board of Directors

2017–2018



Elena Bonilla

Elena is a seasoned management consultant with extensive experience within the financial services industry. She holds a Bachelor degree in Economics. In addition she holds an honour diploma and postgraduate degree in Homeopathy.

Elena has a passion to help others. She was the co-founder of the Humour Room at St Michael's Hospital to help long-term care patients and families, she was President of the Toronto Downtown Toastmasters Club to help members improve and leadership skills, and she did Junior Achievement Programs presentations to help students from grades 7 to 10 remain in School. She is currently President of the Catholic Women's League of Canada-CWL St Monica's Council, and a member of St Monica's Parish Finance Council.

Elena knows and values the work done by Madison through her sister who as client of Madison participates in the Art Expression Program. In the past Elena led the Madison Family Council and now she wants to continue to contribute as a board and finance committee member of Madison.



Cailin Phillips

Cailin is Senior Manager for Prime Residential Mortgages at Equitable Bank and has been a member of the Madison Board of Directors since early 2015.

She has been involved with Madison House and its clients through various Equitable Bank corporate sponsor initiatives since the corporate relationship inception in 2011. She is a member of Madison's bursary and fundraising committee.

Cailin is the founder and Captain of Equitable Banks Ride for Heart Corporate Charity Cycling team and hopes to lend her skillsets to new fundraising initiatives in addition to assisting in the growth and continued success of the Equitable Bank Bursary Fund



Larissa Smit

Larissa is the Manager of Stakeholder Relations at Tarion Warranty Corporation.

Prior to this position, she worked in both federal and provincial political offices for seven years.

She was most recently the senior health care advisor to the Leader of the Official Opposition at Queen's Park where she developed a number of policy discussion papers.

WHO WE ARE

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2018—2019



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Carly Luis

Carly is a Manager at StrategyCorp, a public affairs, communications, and management consulting advisory firm. In this role she brings political and private sector experience in public policy development, issues management, strategic communications, and stakeholder relations.

Prior to joining StrategyCorp, Carly was Director of Strategic Communications for the Ontario PC Leader and Caucus, where she oversaw the development of communications strategies and products for the Party. She also served as chief speechwriter for the Ontario PC Leader, including keynote addresses at the Canadian Club of Toronto, Economic Club of Canada, and the Toronto Region Board of Trade. In the lead-up to the 2018 provincial election, Carly was responsible for media and communications support for Ontario PC candidates and local campaign teams.



Daniel Kligerman

Daniel Kligerman is a seasoned business leader, with more than twenty years of experience leading people, programs, and teams in the telecommunications industry. Daniel has held a wide variety of roles at TELUS over the past 23 years, in operations, marketing, sales, and program management divisions.

Daniel holds a Master in Business Administration from the University of Victoria, and a Bachelor of Science in Computer Science, Statistics, and English from the University of Toronto.

Passionate about giving back within the community, Daniel has worked with Humber College, developing and leading a bridging program for newcomers to Canada with an IT background. He currently sits on the board of ArtsPond, a non-profit organization committed to enabling the success of artists in the online and offline world. He also volunteers with the TRIEC mentoring partnership, where he mentors new immigrants as they look to continue their careers here; with the University of Toronto Computer Science department; and with Junior Achievement.

Daniel is married with two adventurous children. He can often be found on the ice hockey rink, the squash court, or cycling the streets north of the city. He is also a classical pianist, loves writing and public speaking, and is powered by very strong espresso.

Board of Directors 2017—2018

Carrie Hargrave



Carrie is the Executive Assistant to the CEO of Equitable Bank, and a contributor and Committee Member of *stnce*, an initiative aimed at encouraging women to confidently take control of their personal finances through education and open conversation.

She is involved with the annual ALS plane pull charity event, the Equitable Bank Ride for Heart Corporate Charity team, and regularly volunteers at 40 Oaks Community Centre in Regent Park.

Carrie brings a strong background in Marketing to her role and hopes to leverage that as part of Madison's fundraising and grant writing committee.

Adam Wheeler



Adam Wheeler is a criminal lawyer, social worker, and mental health advocate. He is currently employed with the Ontario Ministry of the Attorney General as Crown Counsel, where his practice includes both criminal appeals and justice policy.

Adam brings experience from his clinical work in hospital and community settings, with a particular focus on queer and trans youth mental health. He is also an advocate on housing and homelessness issues, having worked in eviction prevention and as co-investigator of an ongoing study into hospital discharge processes for homeless and precariously housed individuals. Prior to joining the board of Madison Community Services, Adam served in non-profit governance roles for other organizations where he developed a passion for strategic planning, policy/program development, and financial management.

Past Presidents

| President | Term |
|-------------------|-------------|
| Sylvia McFall | 1981 - 1982 |
| Ronald Ballantyne | 1982 - 1985 |
| Kate Sikerbol | 1985 - 1987 |
| Catherine Kenny | 1987 - 1989 |
| Margaret Heinz | 1989 - 1991 |
| Phillip Carter | 1991 - 1992 |
| Nola Coulter | 1993 - 1994 |
| Wendy Fletcher | 1994 - 1995 |
| Michael Smyth | 1995 - 1997 |
| Leon Richardson | 1997 - 1998 |
| Barbara Kraker | 1998 - 2001 |
| Norman Hayman | 2001 - 2002 |
| Dino Melissa | 2002 - 2004 |
| Mario Nigro | 2004 - 2010 |
| Amanda DaCosta | 2010 - 2011 |
| Kelly Aizicowitz | 2011 - 2014 |

| Life Members | | |
|--|--|---|
| Ronald Ballantyne (May 24, 1988) | Michael Smyth (September 16, 1998) | Leon Richardson (December 13, 2000) |

Staff– 2017-2018

Management



Jean Stevenson Executive Director



Safath Rahman Manager, Finance and Human Resources

Sandra Cuning Program Manager

Kithana Thiruchelvan Finance and Human Resources Assistant

TC LHIN Case Management



Domenic Allega

Melissa Banton



Yvonne Brown



Chama Chongo



Courtney Evers



Laura Fajardo



Michelle Gardner



Sandra Grant



Charles Kabowei

Jessika Liao



Guadalupe Marquina



Simin Moghaddam



Alexis Tseng

IRCC—RISE

Mona Annes



Zena Birhany

Mariam Chevrier

Roni Issa



Solmaz Khoujini



Maha Majeed



Jeribelle Quicho

Tooba Satei

Nuevas Raices/New Roots Program

Claudia Sarmiento

CAMH-LPM-Madison High-Support Program

Mark Bacit



Ben Jacobs



Erick Minero

Lindsay Sills

Valentina Youkahanna

CAMH-LPM-Madison High-Support Program—Relief

Stephanie Bellini

Vincent Chan

Tanya Dwyer

Gary Fischer

Mario Figueroa

Dayananda Kanakatte

Tara Ghanbari

Josephine Onyemaobi

Quality Improvement & Evaluation

Yi-Dan Zhang



5-9 years



10-15 years



15-19 years

Partners & Collaborators

The Access Point

Agincourt Community Services Association (ACSA)

Canadian Centre for Victims of Torture

Centre for Addiction and Mental Health (CAMH)

COSTI

The Cross Cultural Community Services Association

Eden Community Homes

Fred Victor

Hong Fook

Lansdowne Property Management (LPM)

Local Immigration Partnership (North, East and South)

Mainstay Housing

Mennonite New Life Centre

Newcomer Women's Services

St. Claires Multifaith Housing

St. Stephen Community House

Thornccliffe Neighbourhood Office

Toronto Employment & Social Services (TESS)

University Health Network (UHN)

University Settlement

Working Women

Funders



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada



Donors



| | |
|-------------------------------|----------------|
| Karen Lynn Fydenchuk | Irene Noble |
| Moksha Yoga Bloor West | Sandra Cunning |
| St. Monica's staff | Sheena Warner |
| Eileen & Charlie & Family | Mario Nigro |
| Tarion Warranty Corporation | MEC |
| Lansdowne Property Management | ABC Life |
| Mitchell Cohen | Elena Bonilla |
| D. Magennis | Ron Ballantyne |

Madison's History

How it all Began

In the mid-to-late 1970s, the "de-institutionalization" policy of the provincial government resulted in large numbers of psychiatric patients being discharged from hospitals. Community services to assist people to live outside of the hospital were almost non-existent at that time, and so many of those discharged from institutions were soon afterwards re-admitted.

An interdisciplinary staff team at Toronto's Queen Street Mental Health Centre recognized that the quality of housing and social support an individual had outside of the hospital were critical determinants in how successfully they managed in the community. Since the majority of those discharged were limited in terms of funds and social support systems, many found themselves in dismal physical environments, made bleaker by the lack of people with whom they could relate, or people who knew or cared about them.

Under these circumstances "ex-patients" were often overwhelmed by the tasks of dealing with symptoms, developing and maintaining relationships, managing households, and trying to establish some meaningful volunteer or employment opportunities. Consequently, the majority of client re-admissions to hospitals were attributed to the significant barriers people encountered in adjusting to community living.

In response to this phenomenon, Queen Street Mental Health Centre created a special ward for patients who were continually being readmitted. **Ron Ballantyne** was a Program Director at the time. He was assigned to create a new program that would address the reality that patients required a wide range of supports to successfully transition back into the community. One of the first initiatives Ron created was a new out-patient program. He brought on a staff team of 30 social workers and nurses who worked 24/7 12 hour shifts to support discharged patients to transition to the community. They visited the clients at the housing in which they were living and worked to support them in identifying and addressing their needs to improve their quality of life and avoid readmission to hospital. The primary areas where the clients required supports included: finding and retaining decent, good quality housing; applying for social assistance; getting medical care outside hospital for mental health, addictions as well as physical challenges; learning how to create a personal budget and manage expenses etc.

This initiative launched by Ken Ballantyne was the beginnings of the creation of the now recognized profession of Mental Health and Addictions Case Management.

The 2nd initiative Ron undertook was to address the need of discharged patients to have good quality housing with on-site supports. At the time many discharged patients were sent to what was called at the time 'Special Care Homes' which were operated by private landlords who were paid by the province. The 'Special Care Home' model was more 'custodial' in nature and only provided room and board. Together with his colleague - **John Trainor** - who was working with him proposed to senior management at Queen Street Mental Health that there was a need for a new model of housing for individuals with mental health and addictions. A model that would not only provide good quality affordable housing but include a range of on-site supports to ensure that resident's needs (mental, physical and emotional as well as life skills development) were being addressed.

In **1977**, Ron Ballantyne found a large house on Madison Ave., paid for the first and last month's rent and together with John Trainor and other Queen St. Mental Health staff and volunteers established **the first Mental Health and Addictions Supportive Housing program in Toronto**. 10 patients from Queen St. Mental Health were discharged and moved into their new home on Madison Avenue. Based on a cooperative model, the residents of the home shared responsibility for all aspects of household management with assistance from each other and from staff & volunteers from Queen Street. Residents developed skills and confidence in managing their household. Peer relationships were fostered through the joint management of responsibilities.

Madison's History

How Madison Grew

With the success of this housing arrangement, the volunteers from Queen Street Mental Health Centre formed a Board of Directors, **and incorporated in 1981**. At that time the Madison Board applied to the Ministry of Health for funds to staff Madison House and to develop more and similar mental health supportive housing programs in the Toronto area. Funding for this purpose was approved by the Ministry in **1983**. **Chris Higgins** - Madison's first paid staff (Executive Director) – was hired in August of the same year.

In late 1983, Madison received approval and funding from the Ministry of Health to develop a high-support housing program (24-hour staff availability) for ten adults with mental health challenges. Madison leased a large house in Rosedale for this purpose amidst intense neighbourhood controversy and media coverage. Following a successful community engagement process - 'Craigleigh House' opened in **March of 1984** with the support of several neighbours, some of whom eventually became members of Madison's Board of Directors.

In the Final Report of the Mayor's Action Task Force on Discharged Psychiatric Patients, chaired by Dr. Riva Gerstein, it was recommended that the City use one of its properties (at 1177 King Street West) to provide housing for people with serious mental health challenges.

Madison submitted a proposal to the Ministry of Health and to the City of Toronto to operate an "ultra-high" supportive housing program for ten adults who, due to the severity of their mental health problems, were not eligible for admission into existing high-support programs and were therefore unable to leave hospital.

This program was approved in **1985-86** for funding on the recommendation of the Toronto District Health Council and the Supportive Housing Coalition (of which Madison was a founding member). The Coalition also supervised the renovation of the building. This new program was named "Ballantyne House", to honour the role Ron Ballantyne played in the creation of the mental health supportive housing program model. Ballantyne House opened in November, 1986 in a ceremony involving a number of public officials and dignitaries including Mayor Art Eggleton and Dr. Riva Gerstein.

In **1985**, the provincial government included psychiatric disability among its criteria of eligibility for non-profit housing. This meant that non-profit mental health agencies like Madison could apply to the Ministry of Housing for funds to purchase housing stock to provide accommodation for adults with the mental health agencies to select tenants for these units and to provide support services to the tenants.

Madison had an interest in securing some of the available new units but did not have staffing available to provide support to prospective new tenants. In **1986**, Madison reached an agreement with the Queen Street Mental Health Centre and the SHC wherein Madison would operate a co-operative living program out of a 10 (apartment) unit building purchased and renovated by the SHC. Support services were initially provided by staff from Queen St. This program became known as the Gerrard Street Apartments program and opened in **April 1987**.

In 1989, the roles and responsibilities of the agencies providing services to the Gerrard Street Apartments were reorganized as follows: The SHC took over landlord and property management responsibilities; Madison took: responsibility for providing support services to tenants; and Queen Street staff withdrew from the program.

In 1986, Madison submitted a proposal to the Metro Singles Housing Corporation (MSFIC) and the Ministry of Health to operate a rooming house program at 163 Spadina Road. Madison's proposal was accepted by both the MSHC and the Ministry, but was shelved due to a lack: of funds for property renovations.

Madison's History

The project was revived following the formation of the Metro Toronto Housing Development Corporation, which obtained funds for the renovations. The program, known simply as **163 Spadina Road, opened in June of 1988** and has been operating continuously since that time.

In the fall of 1987, Madison submitted a proposal to St. Matthew's United Church and to the Ministry of Health to operate a house which the church owned as a mental health supportive housing program site housing for six adults. This proposal was accepted by the Church and the Ministry of Health and "**Epworth House**" was opened in **June of 1988**. The Church was so aware of the importance of the need for good quality housing with supports to be available to individuals with mental health challenges that it sold the house to Madison for \$1.00.

In this same month (**June, 1988**), Madison opened its Canton Street Apartment program in the Canton and Sherbourne Street area. The building contains twenty-five apartment units and was owned and maintained by the SHC. Madison was allocated eleven units with the remaining fourteen units allocated to Community Housing & Support Services (CHSS); now Mainstay Housing, an agency providing services similar to Madison's. This program was designed to provide independent accommodation to individuals with minimum needs for support services.

In 1990, Madison purchased a house at 16 St. Andrew's Gardens in Rosedale for the relocation of the Craighigh House program. The house was purchased with funds provided by the Ministry of Housing. The relocation was necessary due to the expiration of the lease at the original location of this program. The new property offers each tenant a private bedroom, more affordable rent and allowed Madison to continue to offer mental health supportive housing services in the Rosedale area.

In April 1992, Madison was allocated bachelor units at Mainstay's Kingston Road Apartments containing 145 units. Madison agreed to select clients to occupy the units and to provide them with ongoing case management support services. Mainstay is the landlord and property manager.

In August of 1996, Madison's housing program at 80 Madison Avenue was relocated to two houses on Havelock Street in the College and Dufferin area. These two, smaller co-operative arrangements, improved the quality of life for tenants by offering more privacy and superior amenities. These houses as well as a third house are leased to Madison by TCHC.

Madison as of 2017–2018

In the 40 years since Madison began with 1 house—which was the first mental health and addictions supportive housing program model in Toronto – Madison Community Services has continued to build on the vision and commitment of its founders. It has now grown to be a medium size multi-service mental health and addictions agency which maintains a 'family-like' environment for our clients. Madison prides itself on recognizing service gaps and creating specialized programs to fill the gaps.



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Hope



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MadisonToronto

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