



2019-2020

ANNUAL REPORT



'Golden Tree' Art Piece by Client Participant of Madison's Art Expressions Program

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ABOUT MADISON

OUR MISSION

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

OUR VALUES



HOPE



RESPECT



**COMMITMENT
TO RECOVERY**



**ACCOUNTABILITY
& TRANSPARENCY**



**COOPERATION
& COLLABORATION**

MADISON FACTS

- ▶ Operating since 1977.
- ▶ The first community-based supportive housing agency in Toronto and the first to offer mental health 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, supportive housing as well as a wide range of other programs and services to adults experiencing mental health challenges.

WHAT WE HAVE ACHIEVED

REPORT FROM THE PRESIDENT AND EXECUTIVE DIRECTOR



Stephany Mandin
President



Jean Stevenson
Executive Director

2019-20 was another exciting year of positive change and growth at Madison with approvals of new funding to expand and enhance a number of our existing programs, as well as funding to create a new on-site intensive high support housing program to address a critical service gap for long term users of Toronto's shelter system. Related to this growth the number of clients that Madison served through all of its programs increased in 2019-2020 to 1,000.

In this 2019-2020 President and Executive Director Report we would like to take this opportunity to highlight a few of the special achievements of the year.

The COVID-19 Pandemic — Madison's Program Adaptations and Creation of New Programs and Services

Madison pivoted extremely quickly in March of 2020 to safely continue to provide our existing programs and services to our clients. This included:

- Our mental health case managers immediately began working from home supporting their clients remotely by phone or video sessions (and in person when necessary using PPE).
- To enable this virtual support we immediately purchased phones for clients that did not have them and laptops for staff and for high risk clients to receive a higher level of support through video case management sessions.
- Our two on-site high support housing programs had to be modified but the program's essential front-line staff have continued to work in the program centres and provide supports by phone and by meeting in-person with clients safely with PPEs
- The meal programs for our two on-site high support programs have been modified to continue to provide three nutritious meals per day in take-out containers.

In addition, the pandemic has put a strong spotlight on a number of significant service gaps which we have been addressing as they are identified. Examples include:

- We have created a **Food Security Program** which delivers fresh food produce boxes; prepared nutritious meals and groceries to our clients who have physical disabilities and/or other barriers (including financial) which have been preventing them from shopping or cooking nutritious meals.
- We also moved quickly in March to hire more **Housing Support Workers (HSWs)** to be on-site at our congregate/shared living houses on a daily basis. During the pandemic a primary responsibility of the HSWs has been to ensure that the client-residents were oriented to and following the safety measures necessary to avoid an outbreak. In addition, the HSWs provide a wide range of other supports to the client-residents which have decreased the anxiety and the social isolation that the pandemic has created.
- We have continued to offer **social-recreation workshops to our clients by video** such as yoga, dance, and cooking sessions. We also created a **new on-line ongoing program – Skills for Life**

Testimonials from Clients on the New Madison Programs and Services Created During the Pandemic

I want to thank Madison to help me with the delivery of food especially now that I am not working and still during my chemotherapy follow up every 3 months. It has been very helpful during this time of quarantine. It's a very balance food box and help me economically a lot with my reduced budget. Hope you can continue helping me. – B.S.

I just wanted to say that I am grateful for the fresh vegetables and fruit that I received from the Good Food Box program through Madison. They were a boost of fresh, healthy, yummy goodness that I needed, especially during this pandemic while we are all self-isolating. It extended my food, added to my healthy diet, and made me feel so much better. It even started me eating salads again! We know good, healthy food can improve our mental health, but actually having the food right in front of me – food I couldn't afford to buy that much in a week – dramatically improved my healthy eating habits, and the variety of fruit and vegetables I was consuming. Thank you so much! – C.R.

Thank you to Madison for the laptop computer. In addition to being able to have meetings 'face to face' with my case manager- I use the internet to look up information on COVID-19, health information, news, YouTube and the online dictionary. I stay in touch with my family and friends through the internet. In addition am much happier and relieved to have the internet. – M.F

The produce box has been such a great help. I can't always afford vegetables, now I can have a salad with dinner, and I've Googled recipes for how to use other things that I wouldn't normally buy like celery – I can now make a killer salary soup, and the apples are like a Christmas treat – and apples are so healthy. Even parsley encouraged me to make a big pot of tomato sauce and meatballs for spaghetti, so that 1 item saw me spend two days making sauce on one day (14 containers into the freezer) and 30 meatballs the next day into the freezer. For the money I had to pay out, it saves me in the long run when I can make a lot and freeze it down. Fighting pre-diabetes, it really helps adding healthier fruit & vegetable items into my diet too, along with more walking. – Don B.

I highly appreciate the wonderful good fresh food box you delivered to me. I would like to thank every member of the wonderful team work, as well as Madison Community Services that provided these services during these circumstances surrounding the world. This team has delicate and honest feeling of others and know how to manage crisis. When I receive the food I feel like am getting a message that assures me "Don't worry, you are not alone". – B.M

Since the Covid-19 pandemic began in Toronto in March 2020, many things have changed for everyone. My Madison case manager has contacted me daily to help avoid isolation. During the spring my cell phone stopped working. This left me looking for working pay phones to contact people. Realizing the practical benefits of having a cell phone to avoid isolation, and to enable others to contact me, Madison Community Services surprised me by providing me with a new cell phone. This was done on their own initiative and I am very grateful to Madison. As I continue my journey to building a meaningful and secure life, Madison continues to support me. My Madison case manager and I remain in contact daily to address various issues, or provide leads on employment. I recognized years ago that I needed help to better manage my life, and my case manager and Madison have been my main supports. I am very grateful for that support.

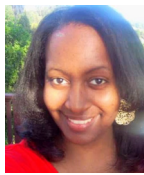
– G.L

Creation of a New Level of Management Positions and Promotion From Within

In 2019-2020 in response to the growth of Madison's programs and services it was necessary to create a new level of management positions in our organization. We were extremely pleased that we did not need to look outside our organization for qualified candidates to fill the new positions. We were able to promote internal staff that had the required education, experience and skills-set for the jobs. They are:



Chama Chongo has a double major in Human Resources Management and Sociology. Chama was promoted to the new position of **Director, Program Services**. She has been with Madison for 9 years. Chama began as an Engagement and Support Worker at our Madison-CAMH On-Site High Support Housing Program, then moved up to be a Mental Health Case Manager and then our Case Management Program Team Lead.



Zena Birhany has her M.A. in Counseling Psychology. Zena was promoted to the new position of **Senior Manager, Case Management Programs**. She has worked at Madison for 9 years in three different positions with our Newcomers and Refugees Program -RISE: she began at Madison as Mental Health Workshop Facilitator; Mental Health Case Manager; and RISE Program Team Leader.



Tasha Sandbach has a Diploma as a Paralegal, Addictions and Harm Reduction Counsellor and in Advertising. She has also been RGI certified through ONPHA. Tasha had originally been hired as Madison's Housing Operations Supervisor. As our Supportive Housing Programs expanded, Tasha was promoted to new position of **Senior Manager, Supportive Housing Programs** bringing to the job her many years of working in supportive housing programs at other agencies

Madison's entire staff team were extremely pleased that their peers who they had worked with for years had been promoted based on their performance and strengths and their dedication to Madison.

Redwood Haven – Supportive Housing Dedicated for Homeless Women



In 2019-2020 Madison was able to partner with Toronto Community Housing to lease an additional house for supportive housing congregate living. Given the challenges most women face in society and in an effort to offer a safe space and support for homeless/ precariously housed women, Madison made a decision to exclusively dedicate this house to female-identifying residents. The house consists of five bedrooms, three washrooms, a laundry room, a spacious kitchen and a backyard.

Below is a testimonial from one of the present client-residents:

“My long-term goal is to be able to finish school, get a stable job and have my own one-bedroom apartment. Living in this Madison house is a stepping stone towards my life goals. Although it can be challenging to live with roommates at times, it is still better here than in other places as we have housing workers to provide additional support. Overall I'm very grateful for all the help I'm getting from Madison Community Services. You guys are doing an amazing job. —S.W.

New Office “Home” for Madison!

The building where Madison’s Head Office and Case Management Service Centre was located for 7 years was going to be demolished to create totally new commercials and condominiums. In 2019-2020 we carried out an extensive search for new space which would be large enough for our Head Office management, administration as well as our case management program staff and affordable. After many months we were able to connect with and reached an agreement to lease space from Family Service Toronto

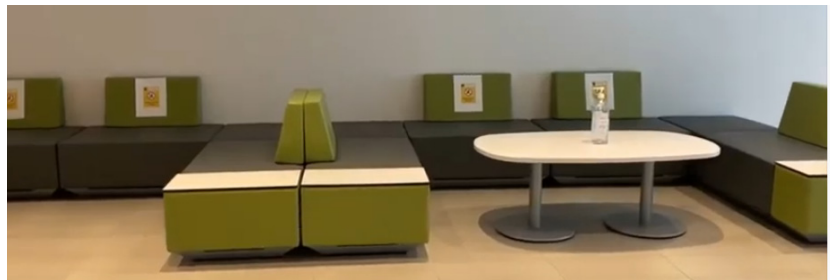


Madison’s Office Move Team



Temporary Work Stations Set Up to be COVID-19 Safe

(FST) at its new building at 355 Church Street. We were fortunate to be able to carry out the office move when the spring lockdown was lifted. While staff continue to work from home, we have set up workstations in a large room which is COVID-19 safe for staff who need to come to the office for files, use of fax/printer or – when lockdowns are lifted to have a ‘mental health’ break from working at home. In addition to FST being extremely helpful and welcoming to 355 Church St we have hopes of finding ways (post-pandemic) to collaborate in



Lounge Area for Clients and Staff Post Pandemic

providing some of our respective programs and services to each of our clients to better meet all of their social determinants of health.

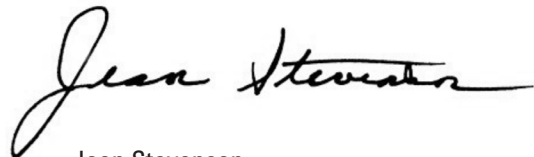
We are extremely proud of what Madison was able to achieve in 2019-2020 and are excited about building on those achievements and accomplishing new ones in 2020-2021.

As always, none of the successes in 2019-2020 would have been possible without our dedicated and hard-working staff; our Board of Directors; our funders; our corporate sponsors and donors; our partners and collaborations; and especially our clients.

We thank all of you. Your ongoing support, dedication and commitment is recognized and always 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 are more likely to experience disadvantage related to some or all of these factors. An important role of Madison is supporting our clients to overcome disadvantages they may experience related to these factors. A review of these factors in 2019-2020 gives a powerful snapshot of the impact of Madison's services.



SDOH – MADISON COMMUNITY SERVICES IMPACT STATISTICS 2019-2020

91% of Madison clients **had stable housing**.

Of the **9%** of clients who experienced homelessness or unstable housing – Madison Case Managers assisted **31%** to find housing.

Only **9%** of our clients were **hospitalized for mental health reasons** during this period.

61% of our clients were connected to a **psychiatrist/mental health therapist** in this time period.

Case Managers assisted **31%** of our clients to **receive social assistance** in this time period.

51% of our clients were **connected to food banks** in this period.

22% of our clients **improved their immigration status** in this time period.

60% of our clients from all our Programs **took part in Social or Community groups**.

29% of our clients attended **specialized training or upgraded their education**.

23% of our clients **gained employment**.

A SPECIAL CLIENT TESTIMONIAL

Dear Madison Crew,

This is to Everybody with their hand in the pot,

Making it hot,

So we can have food in our gut.

For everything that you do,

I got to love my Madison crew,

Cuz if it wasn't for y'all

I would have to walk,

An extra mile just to do what I do.

You know the art of getting by,

On a tight budget.

I want to say thank you,

Thank you!

Every little thing helps and counts

Thank y'all,

Thank God for that Madison care

And

That Madison love!

From DC

A Client-Resident of the

Madison – CAMH On-Site High Support Housing Program

PROGRAMS AND SERVICES

Madison's impact in supporting our clients in their journey to recovery has proven to be effective, powerful and significant in the mental health sector.

With the support of our funders and in collaboration with our partners, in 2019-2020 Madison Community Services continued to provide a broad array of effective programs and services to our clients. We also expanded existing programs and have created new ones. In addition, we have continued to identify and address service gaps – such as with our RISE program which provides both mental health and settlement support to new immigrants and refugees and our intensive 24/7 on-site high support housing program for long term users of the shelter system – Pathways to Home.

MENTAL HEALTH CASE MANAGEMENT PROGRAM

Madison provides comprehensive recovery-based case management services to over 500 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.

Madison Case Managers focus on identifying clients' needs and set goals to ensure social determinants of health are considered and supported through advocacy, communication, education, facilitation, and identification of appropriate resources.



MENTAL HEALTH SUPPORTIVE HOUSING PROGRAM

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 an 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 160 units to our client residents.

Madison operates seven homes which provide congregate living in a supportive housing setting to 46 client-residents. 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.

PATHWAYS TO HOME (PTH) – ON-SITE HIGH SUPPORT HOUSING PROGRAM

The PTH Program is designed to address the critical lack of 24/7 intensive on-site high support housing for long-term users of the shelter system who have complex mental health and/or developmental disabilities as well as physical health challenges.

The PTH Program Model includes:

- 24 fully furnished bachelor apartments which are renovated and retrofitted for accessibility.
- A 24/7 on-site high support staffing model consisting of a program manager; mental health and developmental disabilities case managers; independent life skills workers; engagement and support workers; cooks and personal support workers. In addition, the model includes specialized supports such as an addictions and harm reduction counsellor, a nurse practitioner, occupational therapist; behavioural therapist, chiropodist, psychologist etc. to provide the supports which the program clients require for improvement of their health, behaviour and quality of life.
- An On-site Program Centre equipped with an industrial kitchen as well as dining; lounge and program staff work areas. Programming includes a 3 meal/day program, peer-support groups, education sessions, life skills and social-recreational activities.

CAMH – MADISON ON-SITE HIGH SUPPORT HOUSING PROGRAM

In partnership with CAMH this program offers 20 subsidized bachelor apartments to CAMH ALC in-patients and provides on-site supports to the program's clients in making a successful transition from hospital to independent living.

The Program includes: a community center which offers computers, TV; music and 3 meals/day with clients assisting in meal preparation and clean-up. 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 in developing activities of daily living skills in areas such as meal preparation, cleaning their apartment, doing laundry, budgeting, banking, grocery/personal supplies shopping etc.

In addition, support is provided in areas such as computer skills training, helping clients seek employment, education and or volunteer opportunities. Madison's on-site Engagement and Support Workers work collaboratively with CAMH Case Managers, outside



resources, and with other agencies to ensure that the client's needs are being met. We also provide supportive counseling, life skills training such as food/meal preparation, teach self advocacy skills, and advocate on clients' behalf to ensure stability in housing.

RECOVERY DURING IMMIGRATION AND SETTLEMENT (RISE) PROGRAM



In partnership with and funding from Immigration Refugee and Citizenship Canada (IRCC) and the United Way Greater Toronto and York Region (to support refugee claimants), Madison has developed and expanded its Recovery during Immigration and Settlement (RISE) program significantly since it started in 2011. Many RISE clients come from war-torn countries where they have experienced traumatic events, such as persecution,

torture, and gender-based violence.

RISE provides a wide range of holistic and community-based support services to address mental health and settlement challenges for newcomers and refugees through one-on-one case management, group information sessions (e.g. orientation to health, housing, social assistance and employment support services) and social activities (by accompanying clients on excursions to various Toronto landmarks and cultural attractions). RISE works in partnership with and receives referrals from COSTI Immigrant Services, The Neighborhood Organization, Working Women Community Centre, Canadian Centre for Victims of Torture and other partners and collaborators such as 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 have immigration experiences. Madison staff members offer services in English, Arabic, Farsi, and Amharic.

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 case management services in Spanish to the ever growing Hispanic population in Toronto. The Program also offers specialized group sessions to our Spanish-speaking clients.



ART EXPRESSIONS GROUP

Madison's Art Expressions 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. The Art Expressions group work within a recovery frame-work model to provide clients with meaningful opportunities to socialize, develop important life skills, build community and engage in a healing creative process.

Madison thanks Equitable Bank for its generous annual funding to the Art Expressions Program – without which this transformational program would not be possible.



WOMEN'S SOLUTION-FOCUSED DANCE GROUP



Madison's Women's Solution-Focused 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 session 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 session 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 well-being. The Women's Solution-Focused Dance Group has performed at numerous Madison events and for our sponsors.

SOCIAL-RECREATION PROGRAM

Madison provides support for clients through social and recreational 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. Over the years, some of the events and outings included the AGO, the ROM, Science Center, Centre Island, Niagara Falls, Annual Client Holiday Party and CNE. With the help of our donors, we have been able to hold an Annual Holiday Dinner party for our clients. 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.

SKILLS FOR LIFE PROGRAM



This program is designed to encourage clients to gain skills that are needed to navigate life and to access resources that they may not be aware of. The skills learned in these sessions are transferable between home and professional/workplace settings. The program aims to promote recovery and self-determination. Stress management, financial literacy, and mental health are some examples of the topics covered during sessions which are based on the needs of participants.

The Skills for Life sessions during the pandemic provided clients with the opportunity to check in with each other. The clients shared their strategies to cope with lockdowns, decreasing a feeling of isolation and helplessness. Clients had the opportunity to meet outdoors following the social distancing, sanitation and pre-screening COVID-19 protocols.



THE EQUITABLE BANK – BILL WALKER MEMORIAL – MADISON CLIENT EDUCATION BURSARY FUND

With the generous funding provided by our Corporate Sponsor – Equitable Bank, the Bursary Program has proven 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/ employment related training. The joy on the faces of clients whose applications have been approved and their letters of appreciation about the numerous positive effects the bursary grant has had on their lives is testimony to the power of this program. As of the end of the 2019-2020 fiscal year, a total of 322 clients have received bursary grants since the program began in 2013.

With the agreement of Equitable Bank – the Bursary Program has also provided grants for clients of our RISE program to pay the fee to become Permanent Residents; pay for the Canadian Citizenship test; and get their driver's licenses – all of which support their successful settlement in Canada.



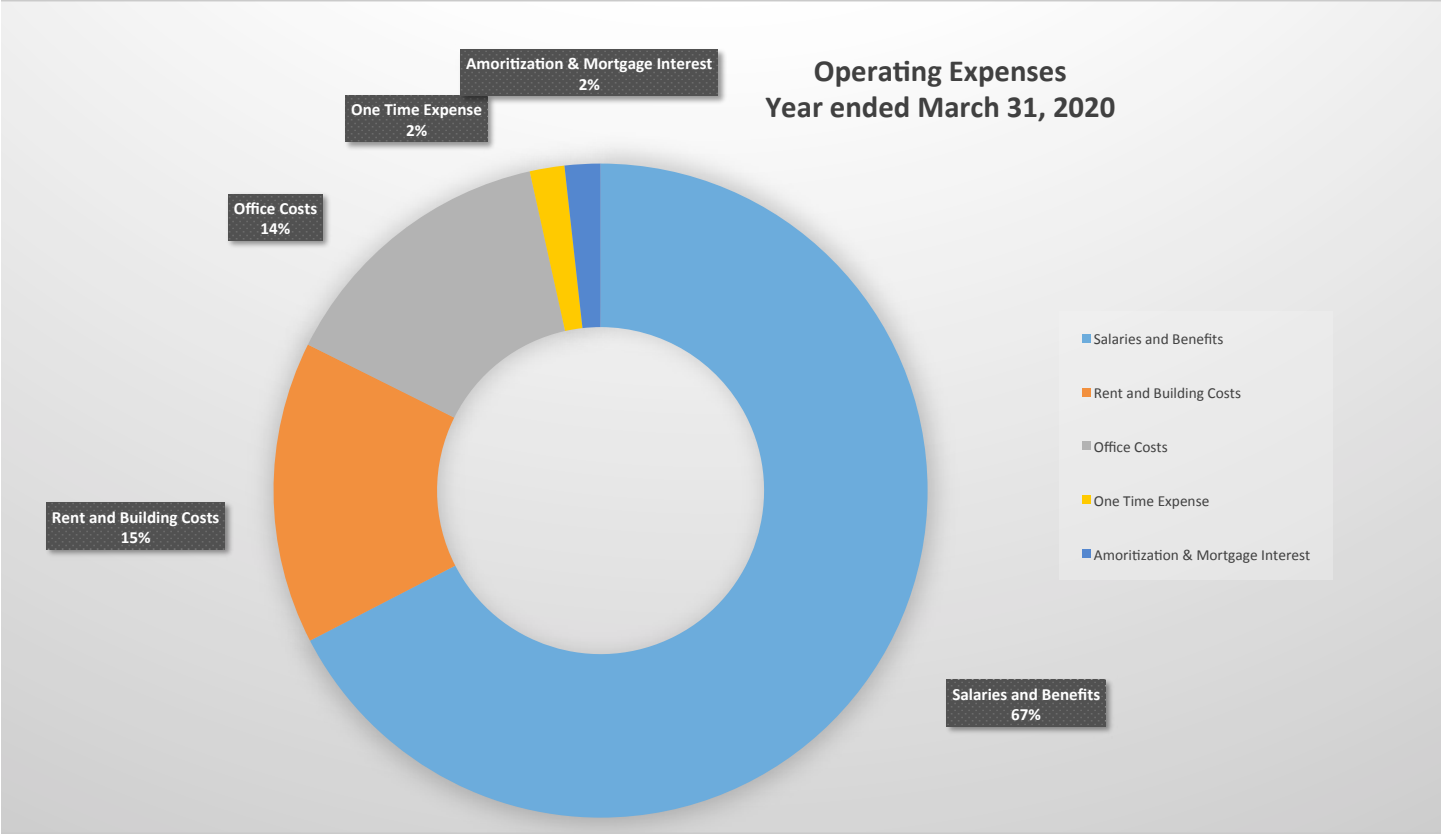
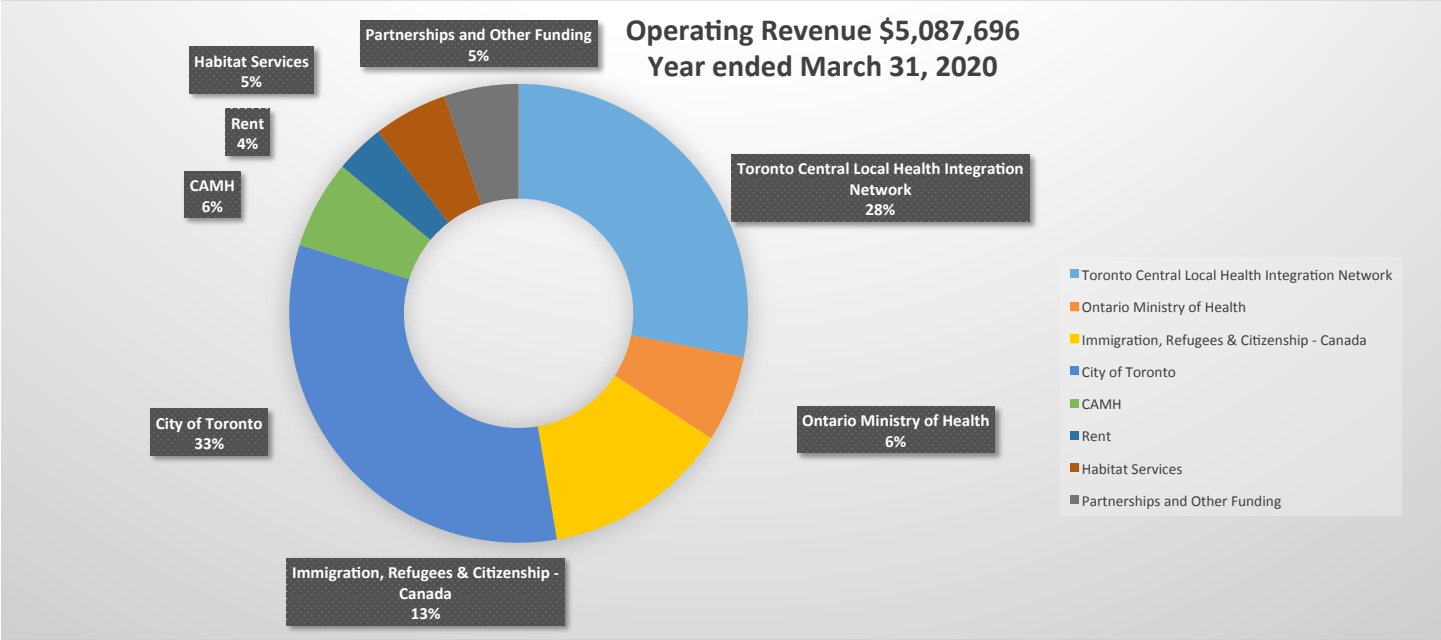
During the current pandemic situation, I was thinking of how to use my time and of how to get out of my sense of isolation. Thanks to Madison Community Services' bursary fund I was able to register for an online interpretation course through MCIS. I successfully passed the exams and obtained my interpretation certificate. Now I will be able to work as an interpreter.

— A.M.

I was fortunate to receive Madison Bursary Fund. The bursary allowed me to register in a Beauty and Skin College Program. I can now say with a great deal of confidence that when I finish the program, I will be able to secure employment in a profession that I have the passion and talent for. Employment in this field would greatly improve my financial status and my self-confidence. I am far more hopeful about my future and I look forward to a bright future. Because of Madison Community services and my Case Manager's help, my stress level has been reduced and my mental health has been improved.

— S.B.

2019-2020 FINANCIALS



WHO WE ARE

BOARD OF DIRECTORS 2019-2020



Stephany Mandin, President and Chair

Stephany Mandin is a litigation lawyer and the principle of Mandin Law in downtown Toronto. 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.



Elena Bonilla, Secretary

Elena is a seasoned management consultant with extensive experience within the financial services industry. She holds a Bachelor degree in Economics. She also 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 communication and leadership skills, was President of the Catholic Women's League of Canada St. Monica's Council to offer welcome and comfort to the vulnerable and marginalized in the community, and she did Junior Achievement Program presentations to help students from grades 7 to 10 remain in School.

In the past Elena led the Madison Family Council and now she wants to contribute as a board and finance committee member of Madison.



Daniel Kligerman, Treasurer

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 25 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.



Cailin Phillips

Cailin is Director, Prime Residential Underwriting at Equitable Bank and has been a member of the Madison Board of Directors since early 2015.

She has been involved with Madison 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



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.



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

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)

MADISON STAFF TEAM 2019-2020











Management and Administration

 Jean Stevenson	<i>Executive Director</i>
Ken Goodwin	<i>Interim Director, Finance and Human Resources</i>
 Chama Chongo	<i>Director, Program Services</i>
Tasha Sandbach	<i>Senior Manager, Supportive Housing Programs</i>
 Zena Birhany	<i>Senior Manager, Case Management Programs</i>
Aziza Elwin	<i>Program Manager, Pathways to Home</i>
Kithana Thiruchchelvan	<i>Finance and Human Resources Coordinator</i>
Frederick Wu	<i>Financial Analyst</i>
Linda Alyazji	<i>Executive Assistant</i>


Mental Health Supportive Housing Program

 Yvonne Brown	<i>Case Manager, Team Lead – Housing Support & Social Recreation Program</i>
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Mental Health Case Management Program

 Domenic Allega	<i>Case Manager</i>
 Courtney Evers	<i>Case Manager</i>
 Mario Figueroa	<i>Spanish Speaking Case Manager</i>
 Erick Minero	<i>Spanish Speaking Case Manager</i>
 Michele Gardner	<i>Case Manager</i>
 Sandra Grant	<i>Case Manager</i>
 Charles Kabowei	<i>Case Manager</i>
 Guadalupe Marquina	<i>Spanish Speaking Case Manager</i>
 Simin Mehrpour	<i>Case Manager</i>
Claudia Sarmiento	<i>Spanish Speaking Case Manager</i>
 Alexis Tseng	<i>Case Manager</i>
Olive Ellis	<i>Case Manager</i>

RISE- Recovery during Immigration & Settlement Program

 Mona Anees	<i>Arabic Speaking Case Manager</i>
 Jeribelle Quicho	<i>Case Manager</i>
Maggie Nikseresht	<i>Farsi Speaking Case Manager</i>
 Solmaz Khoujini	<i>Farsi Speaking Case Manager</i>
 Roni Issa	<i>Arabic Speaking Case Manager</i>
 Maha Majeed	<i>Arabic Speaking Case Manager</i>
Cajaani Velautham	<i>Community Engagement Worker</i>
Mariam Chevrier	<i>Community Engagement Worker</i>
Valentina Younan	<i>Arabic Speaking Case Manager</i>
Bitan Nasehi	<i>Farsi Speaking Case Manager</i>

CAMH-LPM-Madison High Support Program

Stephanie Bellini	<i>Engagement & Support Worker</i>
 Lindsay Sills	<i>Engagement & Support Worker</i>
Angelica Yepes	<i>Weekend Engagement & Support Worker</i>
 Josephine Onyemaobi	<i>Weekend Engagement & Support Worker</i>
Tanya Dwyer	<i>Relief Engagement & Support Worker</i>
Tara Ghanbari	<i>Relief Engagement & Support Worker</i>
Dayananda Kanakatte	<i>Relief Engagement & Support Worker</i>
Jana Nageswaran	<i>Relief Engagement & Support Worker</i>
Priyanka Sahajpal	<i>Relief Engagement & Support Worker</i>
Valentina Youkhanna	<i>Relief Engagement & Support Worker</i>
Muwanguzi Ssebaggala	<i>Relief Engagement & Support Worker</i>

PTH-Madison High Support Program

Mallory Canon	<i>Case Manager</i>
Geeta Bedi	<i>Weekend Overnight Support Worker</i>
Sheldon Kyerematen	<i>Overnight Support Worker</i>
Olusola Oladipo	<i>Engagement & Support Worker</i>
Manoj Joseph	<i>Lead Cook</i>
Rosean McAneney	<i>Weekend Engagement & Support Worker</i>
Valerie Bruton	<i>Weekend Cook</i>
Dana Birman	<i>Relief Engagement & Support Worker</i>
Michelle Encomienda	<i>Relief Overnight Support Worker</i>
Virginia Baez-Landestoy	<i>Relief Engagement & Support Worker</i>
Jacqueline Anderson	<i>Relief Engagement & Support Worker</i>

 3-4 years
  5-9 years
  10-14 years
  15-19 years

PARTNERS AND COLLABORATORS

It is with tremendous help from our partners and collaborators that we have been able to continuously and effectively support our clients. Madison is thankful for the opportunities and support that has come from working with each agency below.

The Access Point	Metropolitan Action Committee on Violence Against Women and Children (METRAC)
Agincourt Community Services Association (ACSA)	Newcomer Women's Services
Bob Rumball School of Excellence for the Deaf	St. Clare's Multifaith Housing Society
Canadian Centre for Victims of Torture	St. Stephen's Community House
Centre for Addiction and Mental Health (CAMH)	The Cross-Cultural Community Services Association (TCCSA)
COSTI Immigrant Services	The Neighbourhood Organization (TNO)
Eden Community Homes	Toronto Community Housing Corporation
Fred Victor	Toronto Public Health
Good Shepherd Non-Profit Homes Toronto	Toronto Employment & Social Services (TESS)
Hong Fook	Toronto Alliance To End Homelessness (TAEH)
Inner City Family Health Team (ICFHT)	University Health Network (UHN)
Lansdowne Property Management (LPM)	University Settlement
Local Immigration Partnership (North, East, South and West)	WoodGreen Community Services
LOFT Community Services	Working Women Community Centre (WWCC)
Mainstay Housing	
Mennonite New Life Centre	

FUNDERS



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

DONORS



MAJOR INDIVIDUAL DONORS

Ron Ballantyne – *Madison's Founder and Ongoing Supporter*

Adam Wheeler • **Sarah Power** • **Stephanie Price**

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.



Art Piece by Client Participant of Madison's Art Expressions Program

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 to address the then recognized fact that patients required a range of support 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 beginning of the creation of the now recognized profession of Mental Health 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 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.

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 cooperative 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.

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 operated 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 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 Craigleigh 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 cooperative arrangements, improved the quality of life for tenants by offering more privacy and superior amenities. These houses are leased to Madison by TCHC.



**Art Piece by Client Participant of Madison's
Art Expressions Program**

MADISON AS OF 2019-2020

In the over 40 years since Madison began with 1 house – which was the first mental health 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 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 – such as our Hispanic Program, RISE Program and our 24/7 intensive high support housing – Pathways to Home Program.



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