



# ANNUAL REPORT

2018-2019

'Phoenix Rising' Art piece by Client Participant of Madison's Art Expressions Program

 **MADISON**  
COMMUNITY SERVICES



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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

2018-2019 was an exciting year of 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 serious service gap for long term users of Toronto's shelter system.

Related to this growth the number of clients that Madison serves through all of its programs increased in 2018-2019 to 962

In this 2018-2019 President and Executive Director Report we would like to take the opportunity to highlight a few of these special achievements.

### **Creation of a New Program – The Pathways to Home Program**

In December, 2018, Madison was approved for provincial Home for Good Program funding by the City of Toronto's Shelter, Support & Housing Administration (SSHA) division to create a new program – the Pathways to Home (PTH) Program.

The PTH Program was 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. This population requires an extremely high level of supports to be able to transition to and maintain stable housing and to have an improved quality of life.

Madison was inspired to design this program when it became aware of the research carried out by Dr. Sylvain Roy which identified the high percentage of shelter users who have complex and acute mental health and/or developmental disabilities and yet – there are few housing programs in Toronto that can support this population.

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 the purchase of 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.



Jean Stevenson  
Executive Director

In the design and operation of the PTH Program Madison has partnered with WoodGreen Community Services – for developmental disabilities staff; The Inner City Family Health Team (ICFHT) – for specialized clinical support services, Good Shepherd (GS) – for an addictions and harm reduction counsellor, LOFT – for PSWs and a private landlord – Lansdowne Property Management (LPM). In addition, TC LHIN Home and Community Care is also providing the PTH Program with an occupational therapist and a dietician. Through these partnerships the PTH Program has created a model of integrated, multidisciplinary and cross-sectoral supports in private rental housing to meet the needs of a complex population with high levels of acuity.

The PTH Program became operational in August, 2019 with the construction of the Program Centre, the renovations and retrofitting of bachelor apartments and the hiring of the large staff team completed. In September 2019, the first PTH Program clients moved from shelters into their new homes.

*Please see Page 6 which shows photos of the PTH Program Centre, some PTH staff team members as well as a PTH client testimonial.*

### **Enhancement of the Madison-CAMH Partnership On-Site High Support Housing Program through Funding From Habitat Services**

Since 2011, in partnership with CAMH and LPM (a private landlord) Madison has been operating an on-site high support housing program for CAMH Alternative Level of Care (ALC) inpatients to support their transition from hospital to independent living.

The program has 20 subsidized bachelor apartments provided by LPM; a Program Community Centre; and a team of Madison Engagement and Support Workers and CAMH Mental Health Case Managers.

In 2018-2019 Madison was approved by Habitat Services for additional funding for our CAMH program. This new funding enabled us to carry out significant enhancements to the program including:

- Increasing the meal program to 3 full meals/day as well as nutritious snacks available all day
- Purchasing new commercial level fridge, freezer, stove/oven to support the expanded 3 meal/day program
- Purchasing new furniture and supplies for all of the program's 20 client bachelor apartments

These enhancements to the program which was made possible by the additional funding from Habitat Services has served to greatly improve the program's clients' health and quality of life!

*Please see the Programs and Services section in this Annual Report for more details on our Madison-CAMH On-Site High Support Housing Program.*

### **United Way Funding to Enhance Madison's Recovery during Immigration and Settlement (RISE) Program to Serve Refugee Claimants**

In April 2018, Madison was approved for funding by the United Way Toronto and York Region through its Community Services Sector Program (CSSP) Funding. Madison's RISE Program has been funded since 2011 by the federal government's Immigrant, Refugee and Citizenship Canada (IRCC) to serve new immigrants and government assisted refugees (GAR) with both their mental health and settlement support needs. Many of our RISE program clients come from war-torn countries where they have experienced significant trauma and often persecution.

However, the IRCC funding does not apply to refugee claimants. Given the large numbers of refugee claimants who have come into Canada in recent years – many of whom who have settled in Toronto – Madison applied to the United Way for funds to be able to hire dedicated case management staff to support the refugee claimant population through our RISE program. The United Way funding we have received for three years has enabled us to serve numerous refugee claimants many of whom have successfully been approved for Convention Refugee status.

In addition, through the creation of its Community Services Sector Program, the United Way opened its doors for the first time to medium size agencies such as Madison to become a United Way Partner. Madison is extremely proud to now be a United Way Toronto and York Region Partner!

*Please see the Programs and Services section in this Annual Report for more details on our IRCC – United Way RISE Program.*

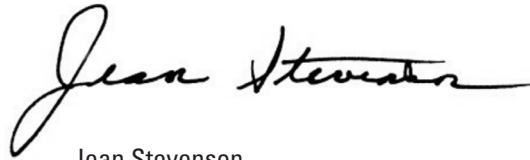
We are extremely proud of what Madison was able to achieve in 2018-2019 and are excited about building on those achievements and accomplishing new ones in 2019-2020.

As always, none of the successes in 2018-2019 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

# MADISON'S NEW 24/7 INTENSIVE ON-SITE HIGH SUPPORT HOUSING PROGRAM – PATHWAYS TO HOME

**Madison's Pathways to Home Program (PTH) was designed to provide long term users of the shelter system with a high level of supports to be able to transition to good quality housing and to have an improved quality of life**



“My name is Chris, and I've had a tough life for the last ten years. I had a leg injury and could no longer work as my job required me to perform physical labor. When this happened, I lost everything. My community turned their back on me, I lost my home, and I felt utterly alone. When I came to the Madison Pathways to Homes apartment, I felt like a human being again. It felt so good to have my own space after so long. My goal is to get my life back on track, and I feel like this program is helping me do that. We have access to cable and internet, staff on-site to talk to. This is the best I've felt in years. It is full of people who treat you like a person and care about you. We have beautiful newly renovated homes. I feel a sense of pride in my space like I matter, and it genuinely motivates me to work harder so that I can keep it nice. Linda is also a fantastic cook. I have had depression for a long time. But I'm finally eating healthy again, and I feel like its making a huge difference with my mental health. If you knew me before, you'd say I'm glowing. I see the light at the end of the tunnel, and that started when I came to this program. Madison not only gave me a place to stay, but they gave me a place that gives me peace, a home.



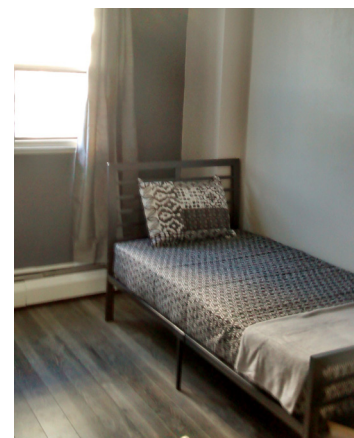
**Kitchen**



**Kitchen**



**Client Dining Area**



**Furnished Bachelor Apartment**



**Some PTH Program Staff Members**



**Client Lounge**



# 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 2018-2019 gives a powerful snapshot of the impact of Madison's services.



## SDOH – MADISON COMMUNITY SERVICES IMPACT STATISTICS 2018-2019

**80%** of Madison clients **had stable housing.**

Of the **14%** of clients who experienced homelessness or unstable housing – Madison Case Managers assisted **43%** to find housing.

**94%** of our clients In the TC LHIN, RISE and CAMH programs were **connected to a family doctor or primary care physician.**

**89%** of our clients were **connected to family or friends.**

**73%** of our clients from all our Programs **took part in Social or Community groups.**

Only **3%** of our clients had **issues with the police.**

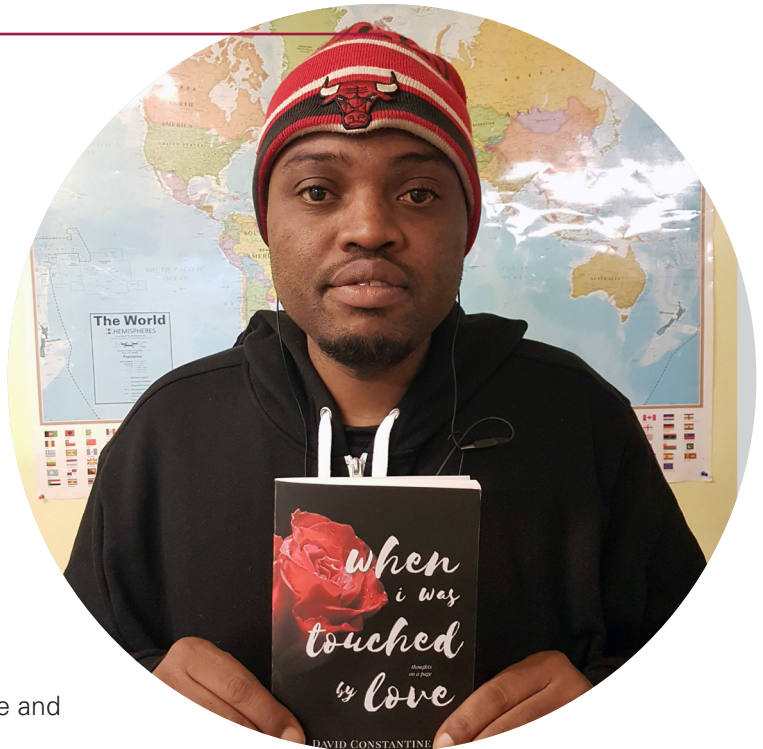
**31%** of our clients attended **specialised training or upgraded their education.**

**29%** of our clients **gained employment.**

# CLIENT TESTIMONIALS

## **DAVID – CAMH – Madison High Support Housing Program**

My name is David and I am originally from Kingston, Jamaica. I have been a client of Madison Community Services since 2012 in the CAMH-Madison On Site High Support Housing Program. Being part of this program not only helps me with my mental health, but also teaches me important life skills to maintain my housing and to budget my finances. With the support and encouragement of Madison staff I was able to achieve my lifelong dream of publishing a book of my poetry called “When I was Touched by Love”, which is now available for purchase on Amazon. Not only do the staff provide support, they also make delicious meals. I would really like to thank Madison Community Services, especially a huge thank you to Lindsay and Valentina, for always believing in me and supporting me, words cannot thank you enough!



## **ALEMTSEHAY – United Way Funded – Refugee Support Program**

My name is Alemtsehay and I am a newcomer to Canada. Madison Community Services – RISE program has helped me in many different aspects of my life.

My main issue was housing, as my landlord was attempting to evict me illegally. My housing instability and the stress that came with it affected my mental health as well my emotional wellbeing negatively. My United Way funded Madison-RISE Case Manager helped me by accompanying me to the landlord and tenant board court hearing, providing me with emotional support, translation and interpretation services. My Case Manager has gone above and beyond her call of duty to advocate on my behalf as well keep me informed of my rights in Canada. Presently, I have won my LTB court case and I have moved into a new home.

I have obtained new housing and have a better understanding of my rights in Canada. I am very grateful to Madison and my Case Manager. I have no words to express how empowered and hopeful I feel about my future.

## **CATRIONA – TC LHIN Case Management Program**

Madison Community Services, and my Case Manager there, have stood by me, they have had my back, from the time I reached out in my desperate situation. They helped me to re-settle, and ultimately, to begin to thrive. Madison has helped me to integrate as a contributor to society. It feels great to feel socially included and valued, rather than othered!!

I'm smiling a lot these days. Even standing with better posture: through immense and unwavering support, Madison Community Services has been a stronghold in my recovery.



## **DANIELLE – IRCC Funded RISE Program**

My name is Danielle, I am 23 years old and I belong to the LGBTQ population. I came to Canada from Iran as Government Assisted Refugee last year. When I arrived to Canada, I was dealing with a lot of issues and I therefore began to feel very depressed and anxious. I was living in a very small basement unit with my roommate. I was not able to move out of that place due to my limited income and I also endured discrimination and rejection for housing several times due to my sexual orientation and race. My Madison-RISE Case Manager helped me to get housed through Toronto Community Housing Corporation (TCHC) by successfully placing me on a priority list.

In addition, my Madison-RISE Case Manager assisted me with applying and getting approved for ODSP. She also connected me to a health centre so I have been able to meet a physician and counsellor regularly through the center. She has as well accompanied me to a lot of places for language and emotional supports and has helped me to register for an English class. Madison has helped me to feel included in Canadian society as I was able to participate in several of their programs and social recreation events which has helped me in not only get to know the culture better, but also make new friends and have more of a social life.



# 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 2018-2019 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.**

## 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 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 an individual to accomplish any other goal. 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

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 – UNITED WAY FUNDED RISE PROGRAM

In partnership with and funding from Immigration Refugee and Citizenship Canada plus funding from the United Way Toronto and York Region (to support refugee claimants), 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, Thornecliffe 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.



## 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.



## 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. In addition to this, 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 with other agencies to ensure that our clients needs are being met. We also provide short term counseling, teach self-advocacy skills, and advocate on clients behalf.

## ART EXPRESSIONS GROUP PROGRAM

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 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.



*“I have been with Madison for 30 years as a resident and housing was my salvation. The Art Expressions Group is also my salvation and I am constantly surprised of other people’s good work here.*

**— ALAN, Madison client and Instructor at the Art Expressions Group**

*“I have been in this group for 4 months. painting keeps my mind busy and focus on good ideas. I am socializing with other people. Also, it makes me happy and gives me positive energy.*

**— JOSE**

*“I have joined the group four months ago and being here is like a meditation for me. It helps me to clear my mind and my soul. Being here inspires me to do more artistic works.*

**— NANDASIRI, Professional sculptor and painter**

## 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 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 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 PROGRAM

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 2018-2019 some of the events/outings included trips to the AGO, the ROM, Science Center, 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 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 provide clients with skills/experience to enable them to look for full time employment.





# EQUITABLE BANK – MADISON – 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/employment related training/fees. 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. In 2018-2019, the program

provided grants to 60 clients. A total of 224 clients have received bursary grants since the program began in 2013.

Below are a few examples of the diverse programs the Bursary Program has funded. 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.



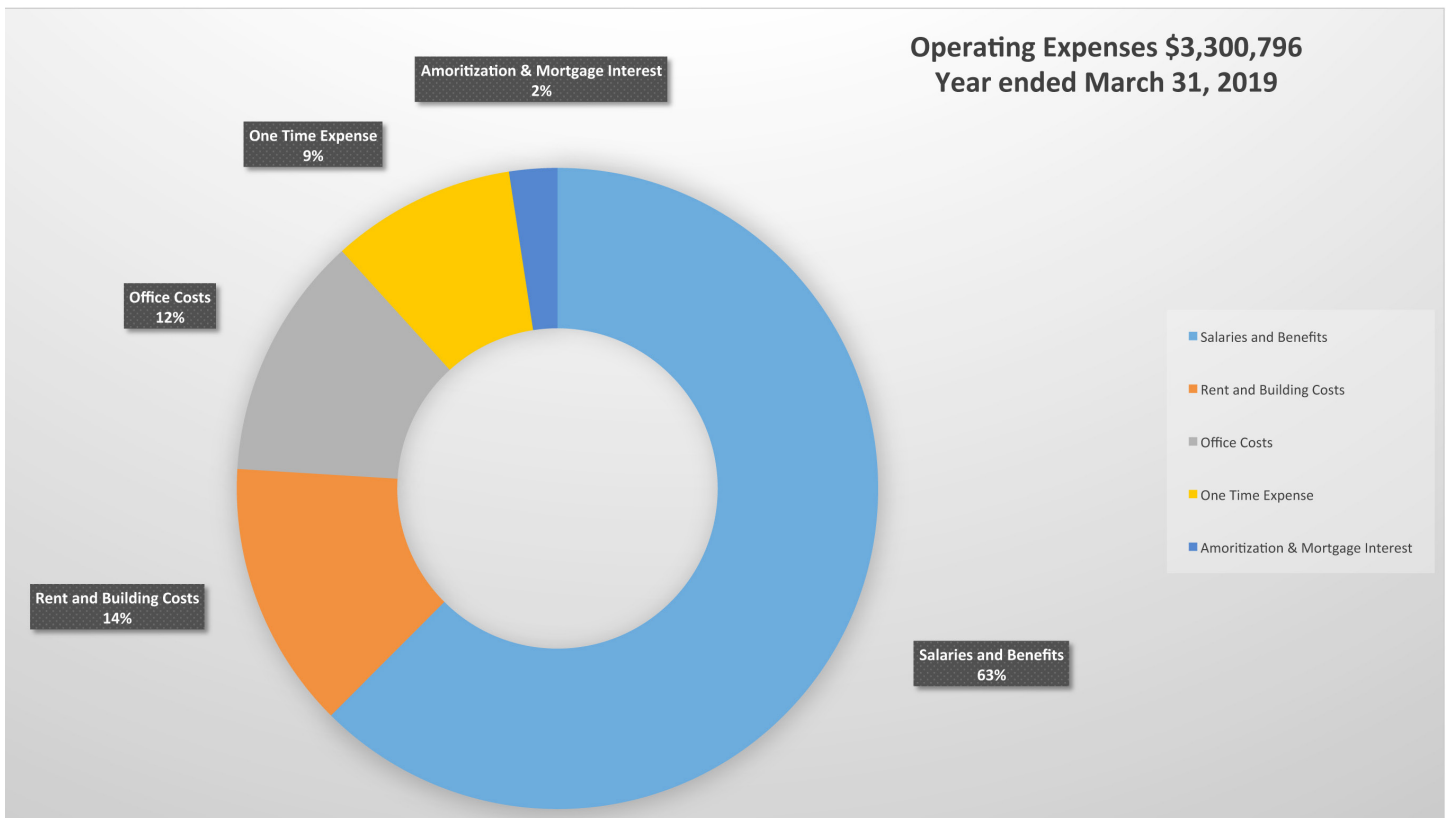
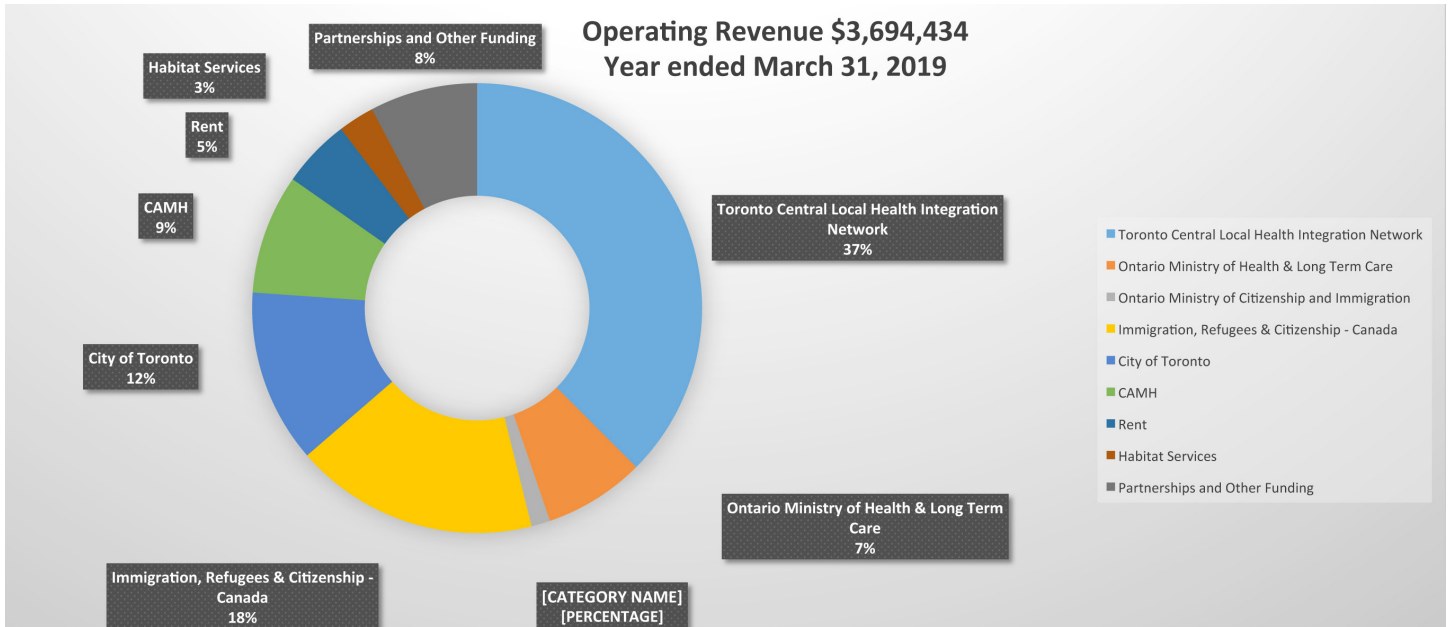
*“In the beginning, I went to LINC classes, but it wasn’t the right place for me. With the support of the bursary funds, I started at George Brown college (level 3) to learn Academic English to be qualified to go to the University and continue studying Civil Engineering. I found this program very helpful, and I’m now in level (5-6) now.*

— SARAH

*“I have previously received three bursaries from the Equitable Bank. Each time I worked extremely hard on my courses and passed with high marks. My overall average is 3.86. This bursary allowed me to get two more courses towards my Diploma in Graphic Design.*

— CAT

# 2018-2019 FINANCIALS



# WHO WE ARE

## BOARD OF DIRECTORS 2018-2019



### **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.



### **Elena Bonilla, Secretary**

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.



### **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 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.



### **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 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


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

## LIFE MEMBERS


<b>Ronald Ballantyne</b>	(May 24, 1988)
<b>Michael Smyth</b>	(September 16, 1998)
<b>Leon Richardson</b>	(December 13, 2000)

# MADISON STAFF TEAM 2018-2019


## 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>
Kithana Thiruchelvan	<i>Finance and Human Resources Coordinator</i>
Frederick Wu	<i>Financial Analyst</i>
Linda Alyazji	<i>Executive Assistant</i>

## Team Lead, Housing Support and Social Recreation Programs

 Yvonne Brown

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 Courtney Evers


Mario Figueroa

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 Sandra Grant

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## United Way Funded Case Managers

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Bitu Nasehi

## IRCC Funded RISE Team Lead


 Zena Birhany

## IRCC Funded RISE Case Managers


Mona Anees

 Jeribelle Quicho

Maggie Nikseresht

 Solmaz Khoujini

Roni Issa

 Maha Majeed

Cajaani Velautham

## IRCC Funded RISE Community & Engagement Worker

Mariam Chevrier

## CAMH-LPM-Madison High Support Program Engagement and Support Workers

Valentina Youkhanna

 Erick Minero

Lindsay Sills

## CAMH-LPM-Madison High Support Program Relief Staff

Angelica Yepes

Josephine Onyemaobi

Tanya Dwyer

Tara Ghanbari

Dayananda Kanakatte

Jana Nageswaran

Priyanka Sahajpal

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

# PARTNERS AND COLLABORATORS

The Access Point  
 Agincourt Community Services Association (ACSA)  
 Bob Rumball School of Excellence for the Deaf  
 Canadian Centre for Victims of Torture  
 Centre for Addiction and Mental Health (CAMH)  
 COSTI Immigrant Services  
 Eden Community Homes  
 Fred Victor  
 Good Shepherd Non-Profit Homes Toronto  
 Hong Fook  
 Inner City Family Health Team (ICFHT)  
 Lansdowne Property Management (LPM)  
 Local Immigration Partnership (North, East, South and West)  
 Mainstay Housing  
 Mennonite New Life Centre

Metropolitan Action Committee on Violence Against Women and Children (METRAC)  
 Newcomer Women's Services  
 St. Clare's Multifaith Housing Society  
 St. Stephen's Community House  
 The Cross-Cultural Community Services Association (TCCSA)  
 Thorncliffe Neighbourhood Office  
 Toronto Community Housing Corporation  
 Toronto Public Health  
 Toronto Employment & Social Services (TESS)  
 Toronto Alliance To End Homelessness (TAEH)  
 University Health Network (UHN)  
 University Settlement  
 WoodGreen Community Services  
 Working Women Community Centre (WWCC)

# FUNDERS



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

# DONORS



## MAJOR INDIVIDUAL DONORS

Ron Ballantyne • William MacLean • Toronto Friendship Centre

# 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

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



Art piece by Client Participant of Madison’s Art Expressions Program

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.





**This is Madison House...  
Where it all began in 1977!**

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 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 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 2018-2019

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 and our 24/7 intensive high support housing – Pathways to Home Program.





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