



Canadian Mental
Health Association
Peel Dufferin
Mental health for all

ANNUAL REPORT
**2022
2023**



**CANADIAN MENTAL
HEALTH ASSOCIATION
PEEL DUFFERIN**

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Canadian Mental
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GOVERNANCE AND STRATEGY



VISION

Mentally healthy people in a healthy society.



MISSION

CMHA Peel Dufferin champions good mental health for everyone and supports the full participation of those with mental illness and addictions in the life of the community.



VALUES

Leadership: We ensure open, receptive, and meaningful leadership at every level in the organization and within our diverse community resulting in actions, services, and outcomes that will benefit all, particularly those living with mental illness and addictions.

Integrity: We strive to do the best thing even in difficult situations. We work from a position of trust, follow through on our commitments and treat everyone fairly and respectfully.

Evidence-based: We believe in delivering holistic supports and programs anchored in current best practices proven by available and relevant data and evaluation. We believe that integrating evidence-based approaches with an individual's unique needs allows us to provide high-quality care within the continuum of mental health and addictions services.

Equity: We are committed to (justice) providing individuals with what they need to succeed regardless of race, sexual orientation, abilities, lived experience, postal code, language, income, or any other barriers our clients experience.

Person-centred: We prioritize focusing on the needs of the individual and work together in a way that is respectful and responsive. We consider the individuals' choices, values, lifestyle, family, and social circumstances. We see the person as an individual and work collaboratively.

Innovation: We consciously consider new ideas and ways of thinking that create value and better client outcomes.

Compassionate: We are empathetic to the needs of our clients and staff, and we strive to go over and beyond expectations in our work to provide the required support.

BOARD OF DIRECTORS

Nadeisha Pinnock, Board Chair
Jessica Ridgwell, Board Vice-Chair
Sandra Richardson, Board Vice-Chair
Maria Zigouris, Board Secretary
Patrick Fradley-Davis, Board Past Chair

Nabila Chaudhry, Board Member
Grant Clark, Board Member
Nadia Hasan, Board Member
Lori Ker, Board Member
Linden King, Board Member
Phil Lynn, Board Member
Mehak Sethi, Board Member



CMHA PEEL DUFFERIN'S NEW 4-YEAR STRATEGY

In 2023, CMHA Peel Dufferin introduced its new 4-year Strategic Plan. Drawing on insights from COVID-19 experiences and consultations with clients, families, and key stakeholders, the organization developed a comprehensive new strategy. We listened to those living with mental health and addictions, clients, family members, front-line clinicians, support workers and community partners shaped the plan. The new strategy outlines priorities and goals for the next four years, focusing on four essential pillars:

- Diversity, Equity and Inclusion (DEI)
- People & Culture
- Integration & Partnership
- Sustainability & Growth

The new strategy echoes our commitment to continuous improvement and growth, reflecting our mission and longstanding history of bringing better mental health to our community. It builds on our commitment to providing equitable access to quality mental health and addictions services, supporting individuals throughout their recovery journey. It provides clear direction and sets the stage for a healthier workforce and community. By aligning our resources and efforts with this plan, CMHA Peel Dufferin aims to enhance its ability to support more individuals and families, forge partnerships, overcome challenges, and provide better support for its staff.

Diversity, Equity & Inclusion

Develop a culture of excellence in diversity, equity and inclusion

Use evidence to improve population health and accessibility

Challenge racism and systemic inequities

People & Culture

Improve staff remuneration and retention

Develop an employee support system that promotes engagement, recognition and accountability

Focus on employee health and wellness that enables high quality care for others

CLIENTS & FAMILIES

STAFF



Canadian Mental Health Association
Peel Dufferin
Mental health for all

Association canadienne pour la santé mentale
Peel Dufferin
La santé mentale pour tous

2023-2027 Strategic Plan

Grounded in evidence-based research we work with clients and families to co-design system improvements focussing on diversity, equity and inclusion; people and culture; integration and partnership; and sustainability and growth.

SYSTEM TRANSFORMATION

Integration & Partnership

Lead transformation to a connected and integrated system of care

Operate as collaborative, proactive and engaged strategic partner

Work with partners to innovate and develop shared solutions for healthcare problems

Sustainability & Growth

Ensure sustainable funding for ongoing operations and address structural funding challenges

Enhance the continuum of care and align with provincial priorities

Improve infrastructure to support employee and system transformation

MESSAGE FROM THE CEO AND BOARD CHAIR

In 2022/23, Canadian Mental Health Association (CMHA) Peel Dufferin had a successful year as pandemic effects diminished. Face-to face client visits increased, masking requirement lifted, and group activities expanded. The hybrid work model gained traction, emphasizing client service, flexibility and staff satisfaction. Virtual and in-person team days, client visits, and organization-wide engagement. all contributed to the year's success.

This year, we revamped our services to prioritize prompt responses. Our commitment to assisting every caller yielded impressive results, with over 90 per cent of calls receiving immediate service or intervention. Only 9.5% required more intensive longer-term services. This progress aligns with our goal of reducing wait times for those in need.

Our advocacy efforts this year were focused on securing increased base funding for CMHAs provincially. Most community mental health organizations have lost over 20 per cent of their funding against inflation over the last decade. Our efforts included engaging with most provincial MPPs, local presentations, social media campaigns, Peel-focused initiatives, budget consultations, and visits to Queens Park. Despite requesting a 9 per cent increase to address years of little or no base increases, the March budget allocated a significant 5 per cent raise, marking a huge win for the sector. The increased investment will be predominantly invested in fair compensation for staff.

We continued our efforts to combat systemic discrimination and racism, especially anti-black racism.

Initiatives included updating our mission, vision and values through a board/staff committee, implementing new anti-oppression training, expanding partnerships with equity deserving organizations, working on a new Health Equity Framework, aligning staff mix demographics with the population served, and furthering scholarship and leadership opportunities for equity deserving staff and clients.

Our dedication to combating systemic discrimination was evident in the major projects we undertook. We were leaders in the High Priority Community Strategy work, which focused on improving health outcomes for marginalized communities. Furthermore, our partnership with Punjabi Community Health Services and Roots Community Services in the Community Crisis Rapid Response aimed to provide mental health support for 911 calls, highlighting our commitment to inclusive care.

Our efforts did not go unnoticed, as evident in our third consecutive recognition as a Non-profit Employer of Choice and moving up to 2nd position on the Forbes' Canada's Best Employers for 2022. We aim to maintain our exemplary status with Accreditation Canada in the upcoming year.

We thank everyone for their exceptional work and look forward to a future of building mental health in Peel Dufferin.

Nadeisha Pinnock
Board Chair



David Smith
CEO



TRANSITIONING OUT OF COVID-19

Transitioning out of COVID-19 at CMHA Peel Dufferin required careful planning and consideration to ensure the safety and well-being of staff and clients. Some key steps that facilitated our transition into post pandemic reality included:

Staying updated with guidelines:

By continuously monitoring and following guidelines provided by local health authorities and Ministry of Health, CMHA Peel Dufferin stayed informed about vaccination requirements, mask mandates, and other safety protocols.

Developing a transition plan:

Our internal Infection Prevention and Control (IPAC) Committee created a comprehensive plan outlining the steps and timeline for transitioning beyond COVID-19. This plan factored in variables like vaccination rates, infection rates, and local regulations to determine its implementation details.

Communicating with staff:

Transparent and regular communication was crucial during this transition. CMHA Peel Dufferin kept employees well-informed about the plan, any changes in protocols, and the reasoning behind IPAC control decisions. We also prioritized addressing any concerns or questions they may have.

Maintaining a safe workplace:

As restrictions eased, CMHA Peel Dufferin continued implementing safety measures to protect staff and clients. This included providing Personal Protective Equipment, hand sanitizers, maintaining proper ventilation, and encouraging sick staff to stay home.

Implementing flexible work arrangements:

Throughout COVID-19, CMHA Peel Dufferin implemented flexible work arrangements like hybrid or remote work options to accommodate staff members' needs and preferences. This approach eased the transition and offered a reassuring environment for all staff.

Providing mental health support:

COVID-19 took a toll on mental health. Resources and support to staff, such as access to counselling services or mental health workshops, helped to reduce stress and anxiety.

Facilitating training and education:

Ongoing communication and education were maintained for staff regarding new protocols, safety measures, and any changes in workplace policies.

Ensuring the well-being of staff and clients has been a priority. By following these transitional steps and maintaining adaptability, CMHA Peel Dufferin has been able to move safely into more normal operations.



SERVICE STATS

ALL PROGRAMS AND SERVICES

80,478

Client visits

21,983

Clients served

42,156

Client visits through partnerships

726

Clients served through partnerships

16,110

Group participants

3,764

Group sessions

116

Client visits through partnerships

30

Group sessions through partnerships

EDUCATION

4,980

Individuals trained

145

Sessions

RECOVERY WEST

8,236

Attendance

750

Individuals served

MENTAL HEALTH AND JUSTICE SERVICES

1,029

Clients served

VOCATIONAL PROGRAM

3,218

Attendance

370

Individuals served

RAPID ACCESS ADDICTION MEDICINE (RAAM)

6,353

Client visits

585

Clients served

CRISIS

58,772

Calls for service

4,535

Clients served

35,183

Interactions

3,901

Mobile visits with police

38,752

Interactions provided through partnerships

EARLY PSYCHOSIS INTERVENTION

5,043

Client visits

282

Clients served

PEEL OUTREACH

637

Individuals served

26

Clients housed

HIGH PRIORITY COMMUNITY STRATEGY

47,637

Community interactions

UNITED WAY SUPPORTS NEW SERVICES

United Way Greater Toronto provided program funding to CMHA Peel Dufferin to strengthen the social safety net across the Greater Toronto Area. This investment has enabled the introduction of two vital services, dedicated to supporting youth transitioning into adult mental health services and navigating income support services.

1. Income Support

The income support specialist provided short-term supports to clients in the Region of Peel who attempted to navigate income support entitlements.

Through this program we:

- Guided clients through qualification criteria and the application process for financial assistance
- Collaborated with clients to develop comprehensive financial security plans, inclusive of household budgets
- Expertly navigated income security systems and facilitated access to necessary resources
- Advocated on behalf of clients to secure their maximum entitlement and appropriate services
- Offered concise brief interventions and provided necessary follow-up to clients tailored to individual needs
- Orchestrated referrals and seamless coordination with community service providers

Clients were provided support through active outreach and access through the immediate intervention specialists with additional informative workshops and drop-in clinics through community partnerships.

2. Transitional Aged Youth

The Transitional Aged Youth (TAY) support program provides up to six months of clinical interventions, education, advocacy, and supports to youth between the ages of 16-24 who were experiencing complex mental health and/or substance use challenges and transitioning out of Child and Adolescent Mental Health Services into Adult Mental Health Services.

Support was provided through:

- Case management
- Task-based interventions
- Crisis planning
- Ontario Common Assessment of Needs
- Clinical and psychoeducational groups and
- Service coordination

This wide range of services provides youth with a holistic and integrated experience to achieve their recovery-focused goals and experience a successful transition into adult mental health and addiction services.

NAVIGATING PANDEMIC RECOVERY

As the community transitioned from the COVID-19 pandemic, the High Priority Community Strategy (HPCS) swiftly adapted its focus to aid in recovery. Community health ambassadors played a pivotal role in delivering health promotion services aimed at combatting stigma, social isolation and loneliness, assisting vulnerable individuals and families, and facilitating referrals to mental health, addiction services, and primary care providers.

Notable successes included:

- Distributed 8,198 personal protective equipment and rapid test kits
- Provided over 5,600 mental health and addiction support referrals
- Engaged with more than 47,000 community members through various educational sessions.

HPCS adopted a grassroots approach of “boots on the ground” to engage clients in various community locations like food banks, mosques, and libraries, spanning seven days a week. Community health ambassadors are representatives of the community and will continue to offer linguistic and cultural support to help bridge the gap between communities and formal healthcare services.

TRANSFORMING MENTAL HEALTH CRISIS RESPONSE

Last year, the Community Crisis Rapid Response Team (CCRRT) pilot was launched in Peel Region with the primary aim of providing real-time health responses to individuals facing mental health or addiction crises. Commencing in July 2022, the pilot introduced a two-pronged approach. Firstly, one crisis worker was integrated into the Peel Police Communications Call Centre to aid callers not necessitating police intervention. Secondly, two crisis workers were readily available for immediate mobile responses, providing in-person crisis support to callers in need.

This endeavour was the collaborative brainchild of four partnering agencies: CMHA Peel Dufferin (Lead), Punjabi Community Health Services (PCHS), Roots

Community Services (RootsCS), and Peel Regional Police (PRP). The pilot was initiated in response to the Peel community’s plea for an alternative crisis response – one that provided a health response to a mental health issue and did not involve law enforcement. A series of tragic incidents, including the cases of D’Andre Campbell and Ejaz Choudry in 2020, underscored the urgency for change.

From July 2022 to March 2023, the pilot completed more than 500 service interactions, aiding individuals in need. The main focus of the initiative was to assess the nature of the crisis, de-escalate and stabilize the situation, ensure safety and offer support and connection to appropriate follow-up services. Additionally, the pilot sought to ensure culturally appropriate services to support the region’s diverse population. Valuable insights and learnings were garnered during the pilot’s course, poised for integration into the second phase slated for fall 2023. This progression promises to elevate the crisis response mechanism, nurturing a more responsive and effective environment for Peel Region.

REDESIGN UPDATE

COVID-19 pandemic presented a spectrum of challenges and opportunities for CMHA Peel Dufferin. Key lessons learned from the experience steered our approach in delivering programs and services. The pandemic's impact heightened the need for mental health and addictions support, necessitating innovative solutions within existing resources.

Following extensive consultation with leadership, direct service staff, community partners, client and family advisory committees, a visionary response emerged – the creation of a multidisciplinary team (MDT). Anchored in assessment, guided by best practice and care standards, this MDT structure aimed to address community needs.

This MDT structure included all critical roles spanning all regional teams. It ensured a responsive service model that efficiently connected individuals to the right intensity of service at that right time, with a defined service delivery time.

This comprehensive transformation, termed the “Redesign,” impacted not just client journeys, but also how clinical staff supported recovery.

Geographic multidisciplinary teams were formed in Brampton, Bramalea, Dufferin and North Etobicoke, West Woodridge and Malton (NEWWM). The teams are comprised of immediate intervention specialists,

short term and intensive case managers, brief mental health counsellors, peer support workers, registered nurses, and addiction counsellors.

Milestones that sprung from this vision include:

- **May 2022:** First of 10 immediate intervention specialists hired
- **September to October 2022:** Realignment of regional multidisciplinary teams with all clinical disciplines
- **January 2023:** Clearing of the former Access to Recovery Case Management program waitlist
- **May 2023:** Successfully filled the immediate intervention specialists roles

This emerging data confirms how critically important it is for clients to have access to responsive services, and how early intervention can reduce the need for more intensive services.



DIVERSITY, EQUITY, AND INCLUSION

As an organization, we recognize the importance of creating an environment for both staff and clients, where people feel seen, heard, and represented. In the area of diversity, equity, and inclusion (DEI), CMHA Peel Dufferin has a number of active committees that are committed to making systemic change.

The Health Equity Committee is continuing the workplan that was developed by the Anti-Black Racism Transformative Action Committee. This integration allowed for better alignment and implementation across the organization and the broader system.

The Health Equity Committee continues to act in part as a resource for consultation to the broader organization. The committee's main function is to

develop a health equity framework, that serves as the foundation of the health equity plan, while considering the strategic priorities of the organization and the health care system at large. The committee has consulted and provided recommendations on several initiatives, some of which include the CMHA values, implementation of health card readers, organizational recognition days, DEI training and the organizational land acknowledgement.



CLIENT AND FAMILY ADVISORY COUNCIL

The Client and Family Advisory Committee (CFAC) set on a mission to engage and empower our clients, families and caregivers in shaping the landscape of mental health and addiction services within our local communities. A group of eight passionate individuals volunteered their time each month, representing the geographic areas served by CMHA Peel Dufferin. Their stories, opinions, perspectives and lived experiences have significantly influenced and shaped the delivery of mental health and addiction services, quality improvement initiatives and in some instances, co-designed programs within the local communities.

CFAC had their first meeting on September 26th, 2019, and continues to meet monthly to date. Committee members participated in CMHA Peel Dufferin's accreditation process, program evaluations, reviewed policies, and the annual Ride Don't Hide event. Their contributions also extend to client satisfaction feedback surveys, Ontario Health Teams initiatives, and organizational quality improvement plans including the recent redesign work. A recent success included bridging their perspectives with CMHA Peel Dufferin's Board of Directors through CFAC representation on the Board's Quality and Ownership Linkages committees.

Thank you to all CFAC committee members for dedicating their time and continuous efforts to improve mental health and addictions services in our community.

RIDE DON'T HIDE 2022

Ride Don't Hide is a nationwide fundraising bike ride that aims to bring mental health into the open. It engages the participants in protecting, celebrating, and supporting mental health by raising critical funds for mental health programs in their own communities.

\$43,000
raised



In 2022, due to the uncertainty of the COVID-19 pandemic, we chose to continue hosting the event virtually. We had 110 individuals, and 14 teams participate in our event, raising an outstanding \$43,008.92 for mental health care in our community. We also maintained our partnership with CMHA Toronto and our lead sponsor, Facility Plus. (Thank you!)

110
riders



14
teams



The success of this event wouldn't have been possible without the dedication of all the riders, donors, sponsors, and supporters who took part in Ride Don't Hide 2022. On behalf of the clients, staff, and volunteers at CMHA Peel Dufferin, we extend our heartfelt gratitude to all of them.



THANKS TO OUR DONORS

Thanks to the generosity of our donors, we are able to provide crucial support for our youth, raise awareness and offer client wellness programs that operate without government funding. These activities ensure individuals and families know where to turn for help when they need it, and support clients in their recovery.

Donations in Memoriam

We deeply honour the memory of individuals through generous donations:

Laura Colatosti

Daniel Cullen

Clive J Deacon

Chris Family

Julia de Lurdes Eusebio

Stephen Durkin

Randy Giblin

Bernice Mary Thulean

Events

Addison Run for A Reason hosted by The Running Room

Amazing Race 2022 hosted by Karen Medeiros

Public & Corporate Donors

Bell Canada

Bernardi Law LLP

CB Supplies

Chum Charitable Foundation

Dixie Outlet Mall

Employment & Social Development Canada

Nobletoyz

Royal Bank of Canada

Telus

The Clorox Company

United Way Greater Toronto Area (UWGTA)



CMHA HONoured AS AWARD WINNERS

CMHA Peel Dufferin wins for third year running



CMHA Peel Dufferin received the Nonprofit Employer Choice Award (NEOC) for the third consecutive year. This award honors Canadian organizations dedicated to effective business management practices that lead to successful mission fulfillment.



All winning nonprofits showed strong leadership qualities, particularly in the areas of reputation, management/ employee relations and personal enjoyment. These organizations can... put together workable action plans to help make their organizations even better places to work.

Jeff Doran, president, CCEOC Inc.

Forbes ranks CMHA #2 of Canada's Best Employers

Forbes and Statista collaborate for Canada's Best Employers list, compiled annually. Based on a survey of 12,000+ Canadians in companies with 500+ employees, respondents rated employer recommendations. Factors led to the top 300 list. CMHA ranked #2.



CARING COMMUNITY HIGHLIGHTS

Anthony Toterá: Championing Inclusion through Soccer

CMHA Peel Dufferin extends its sincerest gratitude to Anthony Toterá, Grassroot Ambassador and Scout from League1 Canada. Anthony's remarkable dedication shone brightly as he, generously presented CMHA Peel Dufferin with 30 soccer kits dedicated to our Street Soccer Program participants. Not only did he provide these kits, but he actively engaged with our participants on the field. Anthony's gesture holds immense significance for those facing financial and social challenges, including the ongoing effects of the COVID-19 pandemic. The donation of soccer kits has not only brought joy to our participants but has also eliminated barriers to their participation. Anthony's hands-on approach exemplifies his commitment to making a meaningful difference in their lives. We express our heartfelt gratitude to Anthony Toterá and League1 Canada for their impactful contribution, which significantly contributes to the success of the Street Soccer Program and empowers those we serve.

CMHA Peel Dufferin Street Soccer: The program enhances wellness by providing individuals with mental health challenges the opportunity for physical activity, social engagement, and peer support.



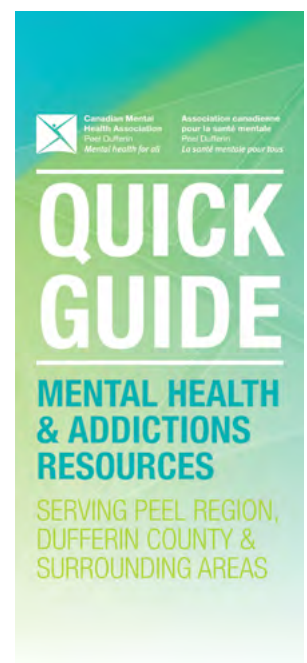
Zonta Club of Brampton Caledon: Empowering Women, Enriching Community

The Zonta Club of Brampton Caledon, named after the Lakhota (Teton Dakota), a language of the Native-American Sioux peoples, and a word meaning honest and trustworthy, is an international service club dedicated to empowering women through service and advocacy. Established in 1919, Zonta embodies values of justice, human rights, and ethical standards while fostering mutual support among members for local communities.

CMHA Peel Dufferin and Zonta share a special bond. The generous donation of \$20,000 significantly expanded our Quick Guide Resources distribution, ensuring accessible services for residents. With their support, we updated and distributed 21,400 copies of the Quick Guide in five languages. We are very grateful to Zonta's commitment to the community and to CMHA Peel Dufferin.

The CMHA Peel Dufferin Quick Guide

offers vital information on local services, including mental health and addictions supports, food banks, health centres, counselling, and culturally specific services.



A HUB FOR LEARNING AND GROWTH

CMHA Peel Dufferin believes in being a learning environment, a place where we can provide fundamental and practical skills development for future health service providers. In return, we gain new perspectives in best practices.

As a learning organization, we hosted 23 students across various programs such as Community Groups program, Multidisciplinary teams, Assertive Community Treatment and Early Psychosis Intervention team, Outreach and Rapid Access Addictions Medicine.

Areas and contributions:

We welcomed students from diverse disciplines including nursing, MBA, social service worker, BA and MA in social work, occupational therapy, and mental health and addictions.

During their time with us, students:

- Assisted in orienting client to programs and co-facilitated groups
- Contributed fresh ideas to our team
- Learned about mental illness and the recovery model in a real-world setting
- Supported organizational initiatives and projects

Achievements and Impact:

The student involvement led to:

- A strengthened sense of community through shared learning experiences



- Opportunities for staff to exhibit leadership and cultivate a meaningful learning environment, aligning with nursing standards.
- A transformative learning journey for nursing students fostering skills, confidence and collaboration.
- The creation of future mental health leaders

We are thankful to our students for the work and accomplishments during their time with us and we are deeply grateful to our staff who as preceptors, provided guidance and mentorship while supporting student success and enriching their learning.

WATCH US GROW

In 2022, CMHA Peel Dufferin welcomed 29 new staff members into its organization. The addition of each new team member has contributed to the organization's growth and strength. Their presence and contributions hold immense value as the staff collaboratively strive towards achieving a shared mission.

We would like to thank each team member for their commitment to our clients' success, the speed in

which they adjusted to our new world, and how they changed the way they worked to meet increased demand in crisis, triage and many other areas of support. We couldn't have done it without you.

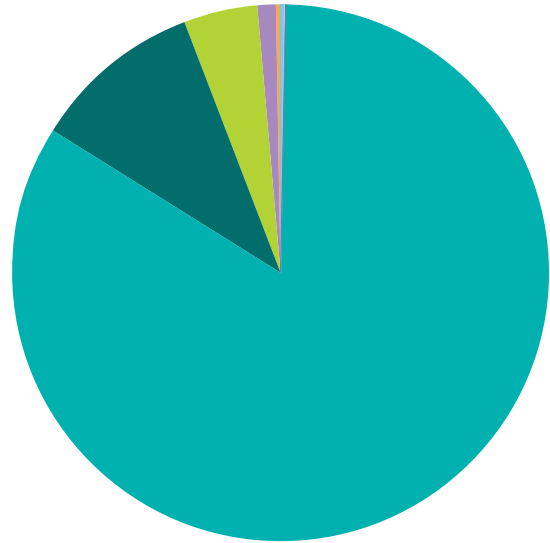
We'd also like to thank those who celebrated their 5th, 10th and even 30th anniversaries as part of CMHA Peel Dufferin. Your dedication to the community and to your colleagues is priceless.



FINANCIAL REPORT

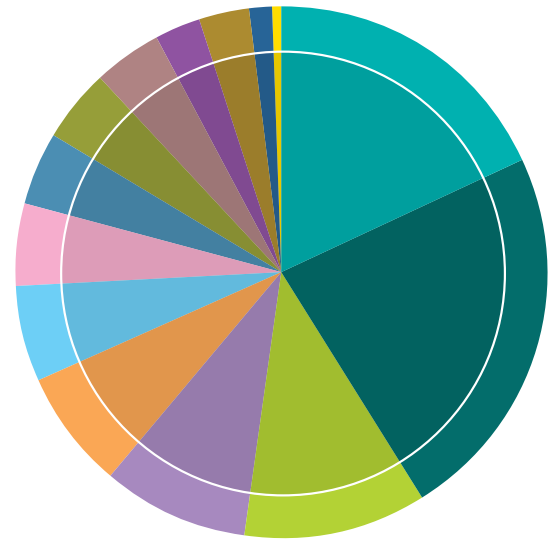
Sources of Revenue: \$26,316,260

| | |
|----------------------------------|------------|
| Ontario Health | 21,917,611 |
| Region of Peel | 2,567,412 |
| Donations and Other Income | 1,154,257 |
| Ontario Structured Psychotherapy | 280,124 |
| United Way | 134,575 |
| Partner Agencies | 132,720 |
| Canada Summer Students | 67,939 |
| County of Dufferin | 61,622 |



Sources of Expenses \$26,119,630

| | |
|------------------------------------------------|-----------|
| Multi-Disciplinary Care Collaborative Services | 4,784,648 |
| Crisis | 6,073,844 |
| Administration | 2,822,385 |
| Outreach & Housing | 2,447,717 |
| RAAM | 1,803,256 |
| Recovery West | 1,540,963 |
| ACTT | 1,325,173 |
| Justice | 1,163,121 |
| Rent | 1,142,148 |
| High Priority Community Strategy | 964,507 |
| Other | 817,894 |
| Clinical Management | 772,329 |
| Mental Health Promotion | 335,563 |
| Youth | 126,082 |





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**CANADIAN MENTAL
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PEEL DUFFERIN**

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Charitable Status Number: 12977 8882 RR0001



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