



**Canadian Mental
Health Association**
Ontario

**Association canadienne
pour la santé mentale**
Ontario

Mental Health For All

CMHA, ONTARIO **Annual Report 2011/2012**

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a message from our CEO

While the usual focus of the CEO's contribution to the annual report is to highlight the accomplishments of the past year, I am going to break with this tradition. As I am retiring later this year, this report will be my last as the CEO of CMHA, Ontario. As such, I would like to share some of my thoughts and insights.

Mental health has had a significant focus within government and the media for the past number of years. This has been a cause for optimism for many of us that real change may be coming. But, while change is inevitable, the change we desire is not assured. This is a time when we must work harder and smarter than ever before to ensure that the opportunity to steer the change is not lost. I like to think that CMHA, Ontario has done its share (and more) to guide the change process. However, even if that is so, much more is required of us as we look ahead.

CMHA, Ontario has been a part of the mental health landscape in this province for 60 years. Who we are and what we do looks quite different today than it did back then. We have responded and evolved to our changing circumstances. Today, the challenges are far more demanding as the need for constant change is more intense and the stakes much higher. We must respect our traditions and values but we can't allow them to serve as a barrier to re-inventing ourselves to continue to implement our vision and mission.

One of my favourite movies is *"Fiddler on the Roof"*. At the very heart of the film are the struggles of Tevye – the father – who must deal with his (and his religious and cultural) traditions of past generations and the strains of new traditions which his children and the surrounding social upheaval are demanding of him. At one point, the strains of change are too much and his limits for change are tested and breached.

In the end, when his very roots and traditions are being severed and the family must leave their home in order to survive, he re-evaluates his traditions and embraces the pain and stress of changing once again. I think for all of us *"Fiddler on the Roof"* is looking more like a mental health documentary than a musical.

Like Fiddler, W. Edwards Deming's saying, "Change is not necessary. Survival is optional" also rings quite true to me. It is hard, very hard, to leave time honoured traditions behind and embrace new directions and challenges. But, if we are to fulfill our mission at CMHA, Ontario then change we must. That does not mean we abandon our traditions and values; but like Tevye we must re-interpret, re-imagine and re-design our old traditions to embrace new ones that will be more effective in fulfilling our mission.

I certainly do not want to leave the impression that CMHA, Ontario is not addressing the need for change. From governance to operations, we have been constantly re-evaluating and re-inventing ourselves. We have accomplished a great deal but the road ahead is long and winding. Sometimes the driver, sometimes in the shotgun seat and sometimes the backseat driver, I have tried to help navigate the journey. It's been a great trip, I thank the Board and staff for their patience and support. I thank my many colleagues for sound advice and inspiration. I wish you all the very best for what will be an exciting road trip.



Lorne Zon

CEO, CMHA, Ontario



a message from our Board President

As I enter my second year as Board President, I continue to gain a greater appreciation of the transformation that is happening across the Province of Ontario. These changes are affecting every part of the health system from the MOHLTC to LHINs and from large health care institutions to small community agencies. As a Provincial transfer payment agency, an association to our branches and as a charity, we are experiencing a number of challenges to provide cost-effective, high quality services and supports. While there have been a few disappointments, in particular, the Ministry's decision not to move forward with the transfer of the PPAO program, the challenges we face, I believe will result in a stronger CMHA, Ontario Division

For 2011/12, CMHA, Ontario entered into a new accountability agreement with the MOHLTC. While this new agreement may reduce some of our flexibility to respond to emerging issues throughout the year, it creates a much stronger working relationship and improved understanding with our funders and our partners. Our 2012/13 accountability agreement will begin to examine new ways that CMHA, Ontario can fill a number of gaps in the system transformation agenda for the community mental health and addictions sector. Alone and through strategic partnerships, CMHA, Ontario will work to improve the lives of consumers and families by helping to strengthen the supports they need.

The Board is continuing its efforts to ensure its governance activities reflect best practice. We are working on an integrated set of board indicators to better fulfill our oversight responsibilities. We have continued to update our governing policies and bylaw and we are working closely with our board partners in the branches to meet our continuing education agenda. Some of the issues we have examined this year are succession planning; quality assurance; integration and the similarities and differences in the cultures of the mental health and addictions fields.

Partnerships have always been an important part of who we are and how we work. As a member of the new mental health and addictions alliance, we worked with nine other provincial organizations to ensure our sectors needs were not forgotten during the election. The alliance's vote4mentalhealth campaign was very well received. We are also working to strengthen our relationships with other partners on specific projects and shared goals. Examples of our partnerships include joint research and policy efforts with the Schizophrenia Society of Ontario, an accreditation toolkit with the Ontario Federation of Community Mental Health and Addiction programs and the Provincial Human Services and Justice Committee on several matters. The full list is quite extensive.

I do want to take this opportunity to thank the board members for all the work done through the board, committee and task group structures. They are all healthy and active, pertinent to today's challenges. We have two board members leaving us this year: Don Jones and Mary Kirby, both have put in countless hours for the betterment of our organization, and for that I would like to thank them.

Finally, as most of you already know, our CEO Lorne Zon is retiring after five plus years of service. His keen knowledge, ability to understand and articulate the environment to "the powers that be", ability to work collegially with our partners and stakeholders, and his unending support for and on behalf of the branches and us as a board are greatly appreciated. Thank you Lorne and all the very best in the future.

The next few years promise to be a time of reform and renewal for all of us. I feel confident that CMHA, Ontario is ready to embrace the challenges ahead.



A handwritten signature in black ink, appearing to read 'Ron Wyborn'.

Ron Wyborn

President, Board of Directors
CMHA, Ontario

treasurer's report

The Canadian Mental Health Association, Ontario Division financial statements provide our stakeholders' with a summary and insights into the Organization's financial health and well-being. This year's results continue to reflect the sound financial principles and policies that our management and Board of Directors have put in place.

CMHA Ontario Division's financial results for the fiscal year ended March 31, 2012 reflect a slight deficit of \$15,492 which is less than was budgeted. This is due to the extension of our work with the Ministry of Health and Long-Term Care associated with the Community Care Information Management (CCIM) projects and transitioning of the Mental Health Works (MHW) program from a service provider to clients to a resource development model. The MHW program in future will rely on sponsorship and grants, train-the-trainer activities and custom solutions for clients, rather than sales of training products for its continuance.

Our financial position remains strong and allows us to continue to support two important objectives of the Board of Directors – to maintain sufficient reserves to provide a financial cushion in these times of economic uncertainty and to support the achievement of our strategic plan. As all strategic activities undertaken this year have been funded by current year's operations, these reserves remained unchanged.

In closing, I am pleased to report that CMHA Ontario Division continues to be well positioned to both meet the challenges that may arise out of these uncertain economic times and provide the foundation necessary to meet our continuing strategic goals and directions.

statement of revenue & expenses

Year ended March 31, 2012

| | <u>2012</u> | <u>2011</u> |
|---|---------------------|-------------------|
| REVENUE | | |
| Ministry of Health and Long Term Care <i>Grants</i> | \$ 1,811,642 | \$ 1,770,236 |
| Ministry of Health Promotion and Sport <i>Special Projects</i> | 51,397 | 140,911 |
| Other <i>Special Projects</i> | 272,390 | 56,764 |
| Fundraising | 339,797 | 305,567 |
| Bequests | 12,054 | 94,822 |
| Branch membership fees | 150,000 | 155,000 |
| Investment income | 45,356 | 33,938 |
| Unrealized investment gains | – | 42,532 |
| Mental Health Works programs | 213,368 | 131,100 |
| Other | 184,028 | 440,120 |
| | 3,080,032 | 3,170,990 |
| EXPENSES | | |
| Knowledge Centre | 1,495,745 | 1,474,968 |
| Communications and marketing | 223,373 | 270,167 |
| Management, operations and support services | 426,677 | 458,006 |
| Volunteer support | 54,898 | 101,927 |
| National office support | 93,878 | 93,878 |
| Mental Health Works programs | 225,631 | 209,284 |
| Mental health education and capacity building projects | 323,788 | 197,675 |
| Amortization of capital assets | 22,684 | 23,649 |
| Revenue Share Program | 39,861 | 28,595 |
| Fundraising | 188,552 | 185,635 |
| Unrealized investment losses | 437 | – |
| | 3,095,524 | 3,043,784 |
| EXCESS OF REVENUE OVER (EXPENSES) | \$ (15,492) | \$ 127,206 |

statement of financial position

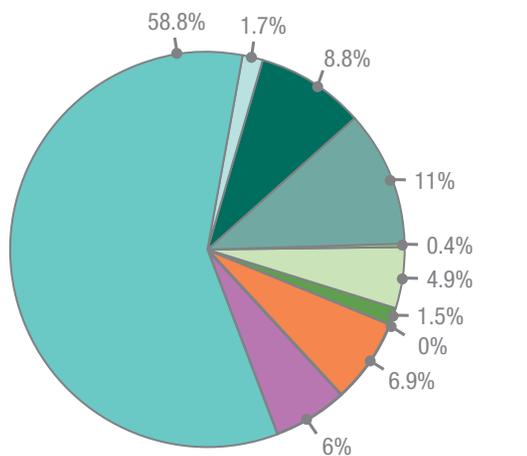
March 31, 2012

| | 2012 | 2011 |
|--|---------------------|----------------------|
| ASSETS | | |
| CURRENT | | |
| Cash | \$ 3,409,718 | \$ 11,442,807 |
| Short-term investments | 169,091 | 164,487 |
| Accounts receivable | 701,998 | 1,361,446 |
| Prepaid expenses | 8,937 | 7,736 |
| | 4,289,744 | 12,976,476 |
| INVESTMENTS | 1,189,916 | 1,166,554 |
| CAPITAL ASSETS | 77,342 | 74,057 |
| TOTAL ASSETS | \$ 5,557,002 | \$ 14,217,087 |
| LIABILITIES | | |
| CURRENT | | |
| Accounts payable and accrued charges | \$ 2,138,403 | \$ 5,908,961 |
| Amounts held on behalf of the Government of Ontario | 692,496 | 5,658,369 |
| Due to Government of Ontario | 64,833 | 42,448 |
| | 2,895,732 | 11,609,778 |
| DEFERRED CAPITAL CONTRIBUTIONS | 14,113 | 18,696 |
| DEFERRED CONTRIBUTIONS | 387,354 | 313,318 |
| TOTAL LIABILITIES | 3,297,199 | 11,941,792 |
| NET ASSETS | | |
| INVESTED IN CAPITAL ASSETS | 63,229 | 55,361 |
| INTERNALLY RESTRICTED | 1,475,000 | 1,475,000 |
| UNRESTRICTED | 721,574 | 744,934 |
| TOTAL NET ASSETS | 2,259,803 | 2,275,295 |
| TOTAL LIABILITIES AND NET ASSETS | \$ 5,557,002 | \$ 14,217,087 |

Copies of the audited financial statement for fiscal year ended March 31, 2012, are available upon request to info@ontario.cmha.ca.

revenue by source

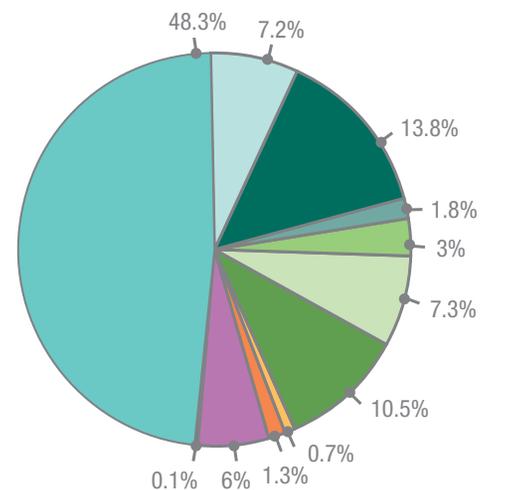
Fiscal 2011/12



- Ministry of Health and Long Term Care - Grants
- Ministry of Health Promotion and Sport - Special Projects
- Other - Special Projects
- Fundraising
- Bequests
- Branch membership fees
- Investment income
- Unrealized investment gains
- Mental health works programs
- Other

expenditure by program

Fiscal 2011/12



- Knowledge Centre
- Communications and marketing
- Management, operations and support services
- Volunteer support
- National office support
- Mental health works programs
- Mental health education and capacity building projects
- Amortization of capital assets
- Revenue Share Program
- Fundraising
- Unrealized investment losses

board of directors

CMHA, Ontario Board of Directors

president

Ron Wyborn

past president

Thomas McCarthy

vice-president

Roger Miller

treasurer

Joan Patrick

provincial directors

Jim Hunt

Donald Jones

Joan Jones

Mary Kirby

David Korn

Michael Lewkin

Jamie Spence

provincial branch forum chair

Leanne Murray

executive director liaison

Marion Quigley

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