



MPA Society



The Cordovan



Abbotsford Housing Development

Annual Report 2015



Beckman Apartments

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Our Mission

Inspiring hope and supporting recovery for people with mental illness by establishing and operating social, vocational , recreation, advocacy and housing programs that support people in their own communities.

Our Vision

A society inclusive of people with mental illness who make choices about their lives and participate fully in their community.

Our Philosophy

Recovery is achievable through support, empowerment, autonomy and responsibility.

Core Values

- The uniqueness of every person
- The right to self-determination
- Peer support
- Creativity and innovation
- Accountability

Core Beliefs

- Every person has the right to be treated with dignity and respect
- Every person possesses an array of strengths and abilities
- Every person has the right to direct their own recovery
- In supporting individual growth
- In hope

MPA Society
Board of Directors

Chris Heminsley—Chair
Chris Earle—Vice Chair/Treasurer
Ian McBean
Ron Byron
Laurie Campbell
David Brydon
Joe Chu
Mary Speer
Harreson Sito
Jocelyn Palmer
John Irving

MPA Society
Senior Management Team

David MacIntyre - Executive Director
Elizabeth Hatton—Director, Finance
Sue Baker—Director
Kim Capri—Director
Nick Blackman—Director
Brad Roberts—Director, HR

Having been a member of MPA Society since 1987, I feel it has been instrumental in the quality of my life. SIL (Supported Independent Living) has enabled me to live comfortably in the neighborhood of my choice (Kitsilano). The subsidy has made an important difference in the quality of my life. My present outreach worker is invaluable as an ongoing contact. Also, going to the Community Resource Centre to mingle now and then with other ex-patients has meant a lot. I especially notice the improvement in the quality of meals provided, which I enjoy.

MPA Society Member

Joint Message from the Board Chairman and Executive Director

It is our pleasure to report another year of growth and significant development at MPA Society. While MPA continues to grow and provide new services and housing options for our members, we have also continued our focus on improving our existing services and structures within the organization. MPA has made a firm commitment to our members, funders and the public to provide excellent, responsive and transparent services with a clear commitment to accountability and good governance. As a result of this commitment, MPA continues to build on our strong reputation and has once again enjoyed a period of growth, offering more services and housing than ever before. In addition to implementing operational policies and procedures which provide guidelines and instruction to MPA staff, the Board continues to improve and strengthen the governance and oversight of the agency.

As noted in past reports, virtually every program, service or administration area has been reviewed, evaluated and improved over the last 5 years. This modernization and improvement not only helps to ensure we provide the best services possible, it helps MPA to demonstrate our clear commitment to our members, funders, and the larger public. In November, MPA will be inviting external surveyors from CARF, (Commission on Accreditation of Rehabilitation Facilities, CARF International is an independent, non-profit accreditor of health and human services), to visit MPA and review our existing programs and services and will provide recommendations for improvement. As with MPA's previous 44 years of history, we as an agency continue to have a commitment to continually improve and develop. Over the last year, staff from every program have been working to prepare for the survey and to help ensure MPA meets the service standards that defines MPA's outstanding services and programs. This year, MPA completed an agency wide satisfaction survey for people receiving our services. This feedback helps us guide improvements and helps ensure we are meeting the needs of our members. It is also a tangible recognition of the excellent services provided to our members.

In this annual report, we are pleased to provide an update on the significant progress made towards the goals and objectives set out in our Strategic Plan. As we enter the final year of the plan, we have an opportunity to review the positive developments made and begin the process of setting the next phase of development for MPA.

Within the next year, MPA will continue expansion with the development of two facilities scheduled to be completed, a 20 bed licensed housing program in Maple Ridge and a 50 bed licensed housing/ assisted living facility in Abbotsford. MPA will also begin tenanting the 5 condo units purchased for our supported housing programs.

Throughout the year we collaborated with various community partners and funders including: BC Housing, Vancouver Coastal Health, Fraser Health Authority, City of Vancouver, City of Abbotsford, Metro Vancouver Housing, District of Maple Ridge, City of Surrey, Mental Health Commission of Canada, Government of Canada, Ministry of Public Safety and Solicitor General of British Columbia, Government of British Columbia, Streethome Foundation, The Law Foundation of BC, Douglas College, Atira Woman's Resource Society, Sanford Housing Society, Coast Mental Health, The Bloom Group, RainCity Housing Society, Landlord BC, Community Builders, North Shore Culinary School and a number of other community stakeholders. We wish to thank these groups for their support, as well as all employees of MPA Society, for their commitment and dedication to the members of our Society. We also wish to thank the volunteers on our Board of Directors, who give their time freely and provide valuable oversight of our organization. As with all previous years, we wish to thank members for their support and dedication to MPA, and for helping us achieve our Vision: A Society inclusive of people with mental illness who make choices about their lives and participate fully in their community.



Chris Heminsley
Board Chairman

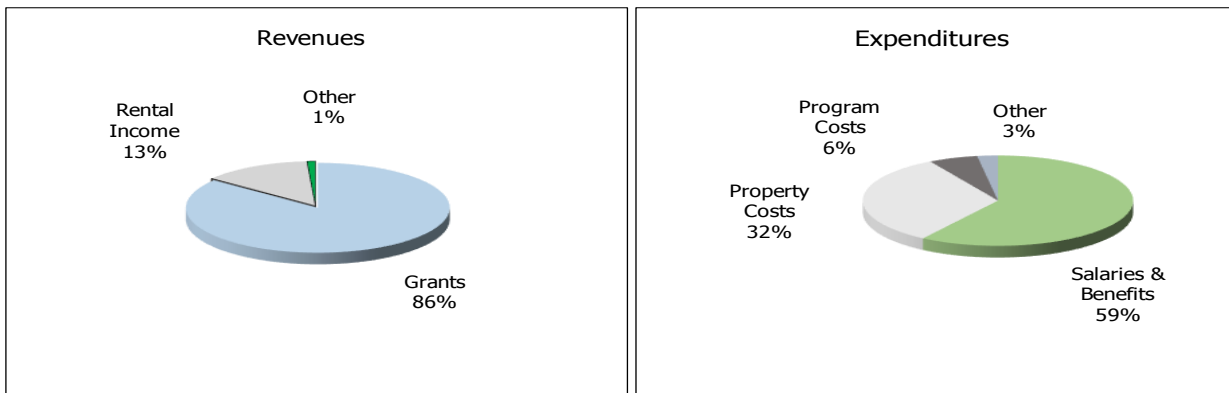


David MacIntyre
Executive Director

So very grateful to MPA Society for all the advocacy, social support and financial support over the years. It has allowed me a much greater quality of life than I would have otherwise had. - *MPA Society Member*

Financials

Revenue	2015		2014	
Grants	14,387,148	86%	14,162,574	86%
Rental Income	2,263,823	13%	2,126,098	13%
Other	141,393	1%	155,592	1%
Total	\$ 16,792,364		\$ 16,444,264	
Expenditures				
Salaries & Benefits	9,765,298	59%	9,494,226	60%
Property Costs	5,317,487	32%	4,984,737	31%
Program Costs	969,004	6%	948,970	6%
Other	407,246	2%	436,791	3%
Total	\$ 16,459,035		\$ 15,864,724	
Revenues over Expenditures	\$ 333,329		\$ 579,540	



MPA strives to ensure financial and human resources are employed to enhance the quality of services for our members today, while maintaining financial stability and ensuring sustainability of programs and services for the future.

In the 2014/15 fiscal year MPA experienced a small surplus of operating revenues over expenditures. This surplus will provide the opportunity to make repairs and improvements to the Society's facilities in the upcoming year.

During the year, MPA Society expanded three programs in its continuum of services. This is reflected in increased grant income for the year, with proportionate increases to salaries and benefits, property and program activity costs associated with these new services.

MPA Society's work and focus is guided by a Strategic Plan developed by our Board of Directors with input from management, staff and Members. This plan guides the activities, focus and goals of the organization and provides clear direction for the agency. As MPA prepares to renew the plan in the coming year, we are pleased to provide an update on the progress made to date.

Strategic Plan

1) Enhance and expand services and supports for people recovering from mental illness

Key Actions

- **Develop and utilize a Continuous Quality Improvement program**

Desired Outcome: Demonstrate Best Practices to ensure MPA surpasses standards and masters change effectively.

Result: Since the implementation of the Strategic Plan, MPA has completely revised and updated all operational and staff policies agency wide, based on best practices in the sector, and completed a successful policy and procedure rollout. Through this process, MPA was able to create clear practices across the agency and created standardization which benefits Members and staff.

- **Regularly evaluate programs and services**

Desired Outcomes: Services address the needs of people we serve and support and are evaluated on a regular basis.

Result: All programs have completed comprehensive operational reviews and created program specific Mission and Philosophies that align with MPA's global Mission, Vision and Philosophy. Along with regularly scheduled program evaluations, MPA has completed an agency wide satisfaction survey. Of 802 surveys distributed, 541 were returned, a 67.5% return rate. See page 16 for survey results.

- **Prepare for Accreditation Survey**

Desired Outcome: 3 year CARF Accreditation.

Result: In preparation for MPA's first survey, MPA has reviewed, improved and modernized virtually every component of the organization including policies, procedures and governance practices. A mock survey was completed in May, and it was recommended that MPA Society proceed with the formal evaluation survey in the fall.

- **Cultivate program and service growth opportunities**

Desired Outcome: Increase the number of people served, geographical areas and type of services and programs offered in line with our Mission and Vision.

Result: MPA has experienced a period of unprecedented growth in recent years. MPA has been successful in increasing the numbers of people served, geographic areas and types of services.

This includes:

- ◆ Creation and expansion of SOLO outreach and rent subsidy program
- ◆ Significant expansion of MPA rent subsidy program to 10 municipalities
- ◆ Creation of Beckman Bridging Program
- ◆ Expansion of Homeless Outreach program
- ◆ Creation of new facility in Maple Ridge, Beckman Apartments, 20 bed Assisted Mental Health apartments currently under construction
- ◆ Creation of new facility in Abbotsford, 50 unit program with 30 Licensed and 20 Assisted Mental Health units, currently under construction
- ◆ Purchase of 5 condo apartments for supported housing program

- **Strengthen and expand partnerships with existing groups and explore new partnerships with culturally diverse groups and non-traditional partners**

Desired Outcome: Increase the number of people served, geographical areas and type of services and programs offered in line with our Mission and Vision.

Result: MPA's focus on developing strategic partnerships and strengthening existing relationships has resulted in significant opportunities. MPA has developed formal relationships with RainCity Housing, Atira Woman's Resource Society as well as developing new relationships with the newly formed Mental Health ACT teams in both Vancouver and the Fraser Valley. MPA has also strengthened partnerships with local researchers from SFU to participate in important research on housing.

2) Strengthen Board, staff and volunteer capacity

Key Actions

- **Develop and communicate organizational principles, approaches and policies, and their impact on service delivery and strategic goals**

Desired Outcome: Board, Staff and Volunteers are aware of the society's principles, approaches and policies and align their efforts to achieve the organization's Mission, Vision and Philosophy.

Result: MPA has clarified its Mission, Vision and Philosophy, and has created an engagement and communication plan. This included a complete website redesign, including staff and board portal, to facilitate improved access to information. The MPA Today publication has also been revamped to better inform readers of developments and increase the opportunity to share organizational messaging. Employee evaluations have been redesigned to provide more meaningful feedback, engagement and alignment with agency approach.

- **Create a culture that is familiar with the organization's principles and approaches, and embraces MPA Mission, Vision and Philosophy**

Desired Outcome: Board Staff and Volunteers observe MPA Society's principles and approaches and are able to articulate and demonstrate their support for the organization's Mission, Vision and Philosophy.

Result: MPA believes that culture is improved through increased communication, information sharing and feedback.

Communication with staff, volunteers and stakeholders have increased along with the creation of Integrated Leadership Team meetings which provide the opportunity to reinforce MPA's guiding principles and approaches.

- **Develop and implement a Volunteer Resource Management Plan**

Desired Outcome: Opportunities are created for expanded volunteer engagement.

Result: MPA has developed a comprehensive volunteer management process complete with training and procedure guide. Currently MPA hosts 38 Member volunteers and 9 Community volunteers, in addition to MPA's volunteer Board of Directors.

- **Enhance Communications Plan**

Desired Outcome: A communications system that is timely, consistent and reaches all staff and volunteers.

Result: MPA has improved computer systems and increased use of mobile devices to improve communications, in addition to website redesign with staff dedicated portal facilitating access to relevant information and materials.

- **Develop and implement a comprehensive Human Resources Management Plan that addresses the areas of:**

- ◆ Recruitment and Retention
- ◆ Orientation and Training
- ◆ Performance Management
- ◆ Development and Evaluation
- ◆ HR Information Systems
- ◆ Labour Relations
- ◆ Leadership Development

Desired Outcome: MPA attracts and retains competent and committed staff that provide leadership, guidance, and resources required to deliver excellence in services to our members.

Result: MPA created a dedicated Director of Human Resources position to revise processes and implement a comprehensive Human Resources Management plan. Significant progress has been made including formalized staff orientation and training programs, performance management and HR systems. MPA has also expanded a partnership with the Douglas College Mental Health Worker Program, and participates in curriculum design, resulting in well prepared new employees.

- **Develop and implement a succession plan that identifies key skill sets, documents key information transfer and develops individuals**

Desired Outcome: MPA develops and retains key individuals and ensures the continuity of governance and operational leadership and management

Result: MPA continues to retain staff in key leadership positions and continues to develop succession planning at all levels of the organization.

- **Create and implement a Board Development Plan**

Desired Outcome: MPA Society has a diverse, dynamic Board of Directors who provide leadership in the areas of policy, governance, strategic planning and fundraising and who are able to effectively and actively represent the Society.

Desired Outcome: MPA Society's Governance achieves CARF 3 year accreditation

Result: MPA has a diverse, dynamic Board of Directors who provide leadership in the above mentioned areas. MPA's Board continues to improve governance and oversight practices and has a clear commitment to accountability, transparency and best governance practices.

3) To strengthen financial capacity, governance and controls

Key Actions

- **Develop and implement a plan for generating additional revenue**

Desired Outcome: Sufficient resources to provide and expand MPA Society services

Result: MPA has experienced significant growth in services and program areas resulting in increased revenues year over year. This growth is strategic and aligns with the MPA's Strategic Plan and the organizations Mission, Vision and Philosophy.

- **Utilize sound planning and management practices in the area of:**

- ◆ Financial Budgeting and Controls
- ◆ Financial Management and Planning
- ◆ Risk Management
- ◆ Accountability
- ◆ Facility and Asset Management
- ◆ Information Technology

Desired Outcome: MPA optimizes financial, physical and information resources to enhance the quality of service for members today, while maintaining financial stability and ensuring sustainability and expansion of programs and services into the future.

Result: MPA has modernized and improved financial policies and practices in the areas of financial budgeting, planning, internal controls and reporting. MPA developed a formalized Risk Management Plan which is reviewed quarterly by the Board of Directors. MPA's audited financial statements continue to receive an unqualified opinion from its external auditors, with no management or financial control issues identified. Progress has also been made in developing Facility and Asset Management and Information Technology plans.

4) Heighten and enhance our profile

Key Actions

- **Enhance and expand MPA's online profile and social network capabilities**

Desired Outcome: A measured increase in information sharing about MPA Society with the broader community and stakeholders.

Result: MPA has made a concerted effort to increase communications to stakeholders and staff and has improved website access for staff to MPA's website which now contains increased information and material.

- **Expand Membership Engagement**

Desired Outcome: Members of the Society are informed and take pride in their affiliation with MPA and are champions of their organization.

Result: All people receiving services from MPA are eligible and encouraged to become Members of the society. In an effort to increase member engagement, MPA Executive Director attends all MPA program sites twice per year for meetings with Members. MPA also rolled out Rights of Persons Served document and posts at all locations and has completed our first annual agency wide satisfaction survey. Results are analyzed for trends and areas of improvement.

- **Strengthen Marketing and Branding strategies**

Desired Outcome: MPA's name is associated with excellence in the delivery of services supporting the determinants of health for the population we serve.

Result: MPA's growth is tangible recognition of MPA's growing brand and is recognized as leader in the sector. MPA now provides training across Canada regarding Housing First and landlord engagement and is widely recognized as a leader in the field and provides assistance to other non-profits, health authorities and non-government organizations.

- **Strengthen Government Relations**

Desired Outcome: Local, Provincial and Federal governments are familiar with the MPA Society and regard it as a valuable and reliable partner.

Result: MPA currently enjoys positive relationships with all levels of governments and continues to receive increasing levels of funding for programs, services and capital projects. MPA's Executive Director is a member of various steering committees including being elected the representative for Supported Housing providers at the Regional Steering Committee on Homelessness. The Fraser Health Authority has contracted MPA to commission two mental health facilities and is tasked with designing significant components of the project and provides a key leadership role in all aspects of the project including public consultation. MPA is recognized as a valuable and reliable partner and continues to enjoy the support of our various funders.

Human Resources

Human Resources has conducted a thorough review of recruitment practices to ensure MPA Society is attracting qualified candidates to work at MPA. The review included evaluating various candidate sources and expanding our collection of preferred online advertising placements for job postings. MPA will also be developing connections with college programs in the mental health field, to raise the profile of MPA Society with new grads and other job seekers, and position MPA as an employer of choice. This project is aligned with *Strategic objective #4 - heighten and enhance our profile*. The review also streamlined the recruitment process and provides for electronic file management in place of paper files.

A new agency orientation session was launched in September. The half-day session welcomes new employees to MPA and gives them a broad perspective of the organization. Directors each give an overview of their programs, and agency-wide information is covered such as policies and procedures, organizational structure, technology, and our intentions around accreditation. Three sessions have been held to date and the goal is to hold at least one per quarter. Feedback has been very positive. This initiative supports *Strategic objective #2 – strengthen board, staff and volunteer capacity*.

Human Resources launched a new Terms and Conditions Of Employment for excluded staff in January. The Terms and Conditions document outlines various practices and entitlements as they relate to our excluded staff group, in much the same way as the collective agreements do for our union staff.

MPA has also made significant progress in developing a consistent approach to formal performance reviews for staff. The review process is an essential part of employee engagement and leading for enhanced performance. The society is now using consistent templates and tracking to ensure our employees receive this feedback annually, and are able to set goals and identify training needs for the coming year. We are finding that staff are receptive to the feedback and appreciate the assessment of their work.

Accreditation

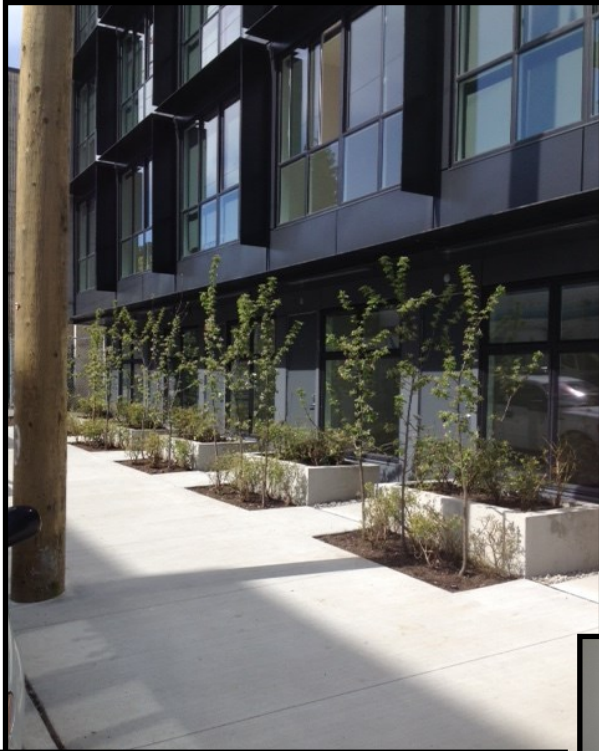
MPA Society has continued to make significant progress in our preparations for accreditation by CARF, the Commission on Accreditation of Rehabilitation Facilities. Developing a Performance Objectives Plan early in 2015 was a key achievement. This plan identifies a series of service delivery objectives, and business function objectives, to support continuous quality improvement. MPA also implemented a new Members Survey to measure satisfaction with our services in a number of key areas, and we have enhanced our data reporting and analysis overall to enable us to look at information agency-wide, such as member demographic data, that helps us to tailor services in response to trends and needs.

The Senior Management Team undertook a review of our Policy and Procedure manual during April and May to ensure that policies are up to date and serving their intended purpose. As MPA continues to grow as an organization, we are finding it increasingly important to refer to the policies as a consistent guide. We have also established an agency-wide Annual calendar of accreditation related activities to make sure we are reviewing and updating our documents and practices as required by the CARF standards. This includes our cultural competency plan, safety inspections, accessibility plans, and analysis of critical incidents.

All of these activities are best practices that help us to meet the CARF accreditation standards. With this important ground-work complete, we arranged a “mock” accreditation survey by a CARF certified surveyor for the week of May 25th. The findings of the mock survey will help guide our final preparations for the full survey to follow. We are mindful of the importance of communicating with staff regularly, and have been sharing our successes regularly through email and website updates, and Accreditation Committee meetings. Finally, we have informed CARF of our intent to proceed with the survey in October/ November of 2015.

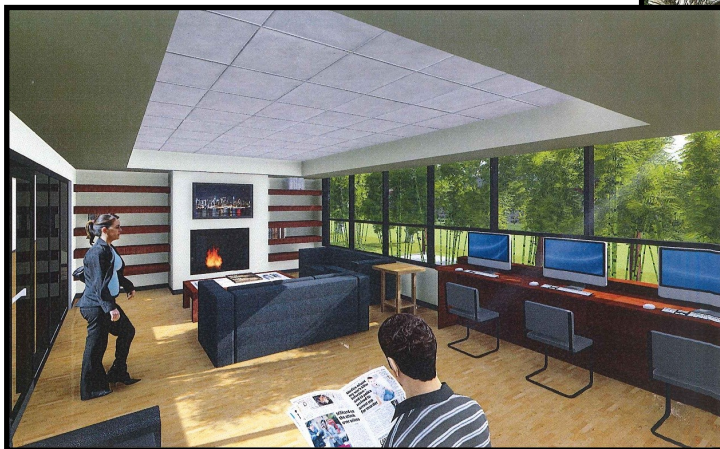
The Cordovan

The Cordovan is a condominium development located in the DTES. MPA Society's purchase of 5 units in this development was made possible by private donation, and will house five people who are homeless or at risk of homelessness.



Abbotsford Housing Development

The groundbreaking for this project took place on May 22, 2015 and will provide 50 Licensed Housing and mental health assisted living units.



Beckman Apartments

This project, due for completion in 2016, will provide 20 additional beds to an existing 20 bed program that has been in the Maple Ridge community for many years.



Beckman House is a great place to be when you have mental and medical problems. There are 19 residents and lots of staff that are wonderful 24 hours a day. I enjoy the different programs that are available to us. They help you to learn about taking care of yourself, and learn to deal with other people, also how to manage stress. You can go on a lot of outings and participate in local programs in the community.

Beckman resident

Member Satisfaction Survey

To assist MPA Society to better serve residents and members, in early 2015, 802 surveys were distributed and 541 were returned. Below is a sample of questions and the results achieved.

Members feel welcomed at their program/service.

Result 92.8%

Target 75%

Members experience a home-like living environment.

Result 85.7%

Target 75%

Members receive timely access to programs and services.

Result 87.5%

Target 75%

Members participate in decisions and self-determination.

Target 90%

Result 80%

Members are supported by MPA staff to achieve their goals.

Result 84%

Target 75%

Members are aware of MPA Society's Rights of Persons Served.

Result 75%

Target 70%

Members are satisfied with the supports provided by their program.

Result 89%

Target 75%

Members are satisfied with meal portion, flavor and variety of choice.

Target 70%

Result 65%

Funding and Community Support

MPA Society Members thank you for your funding and contributions...

Government Funding

BC Housing Management Commission, BC Ministry of Social Development and Social Innovation, BC Ministry of Finance (Gaming Policy and Enforcement Branch) Fraser Health Authority, Law Foundation of British Columbia, Vancouver Coastal Health, City of Vancouver



BC Housing



Canada

MPA Society and its members would like to extend a thank you to all community members who contribute by a donation of food, cash, a gift-in-kind, new clothing or by volunteering.

You are helping to ensure that each individual who comes to MPA Society, now and in the future, is able to receive the support and service they need.

Please join us in our campaign to help people in the most need. One small action has large repercussions in a person's life, providing hope and facilitating recovery for individuals with mental health issues.

I have rarely asked for help—fear of rejection, I suppose. However, one day I need help desperately. I walked into the Resource Centre, and from that moment till now, I was overwhelmed by the caring folks that work the Centre. Thanking each one for the tremendous support you have been to me.

My support worker helps me to be more assertive and work on achieving goals pertaining to finding appropriate work and furthering my educational goals. My worker is very mindful of my independence and supports me to come to decisions through looking at pro's and con's of choices and encourages me to reflect upon my choices. This is very helpful. I have founded a small non-profit society and have found work as a tutor. Through this society, I am creating a place for developing an independent income in a way that feels safe. When faced with difficult life choices, she helps me to make assertive choices that support my health, and respect the boundaries of my family and friends. I feel enriched by my Association with the MPA SIL program in a way that goes far beyond housing!!!!

My first experience with the Resource Centre was when a close friend suggested we meet there for a coffee and a quick game of pool. I was pleasantly surprised at how much fun we had. I gradually realized the wide variety of activities that are provided to Members. I have had the opportunity to try activities that I would have been unable to do on my own. The Centre has a monthly activity calendar with a range of outings including, but not limited to, movies, bingo, bowling, camping, etc. I am proud to say I am an MPA member and look forward to fun times with my 'family of friends'.

The MPA Resource Centre is a great place to go and relax and socialize. The people who work at the Centre are very friendly and helpful and offer a lot of support. I had my bicycle stolen and MPA arranged to have a bicycle donated to me. The MPA programs and services that are provided are fantastic. I was able to participate in a river raft day trip last summer on the Thompson River. It was great to get away from the city for a day, and the 3 hour trip down the river was an incredible experience!



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