



Annual Report

2020 - 2021



Ontario Shores
Centre for Mental Health Sciences

Contents of the Annual Report

| | |
|----|--|
| 05 | Message from the President and CEO and Chair of the Board |
| 06 | Staff #RisingUp to Get #COVaccinated |
| 06 | ‘#Zero Flu: We Rely on You’ |
| 08 | Ontario Shores Expands OSP program |
| 08 | Health Care Worker Assist Launches to Support Healthcare Heroes |
| 09 | Ontario Shores Revalidated for EMRAM Stage 7 |
| 09 | Meditech Expanse Meditech Improves Transitions |
| 11 | DRPSupport App Supports Police Employees |
| 11 | Ontario Shores Looks to Bring EmPATH Model to Ontario |
| 12 | Protecting Minds Campaign Focuses on Echo Pandemic |
| 14 | Letters to Individuals |
| 22 | Patients and Staff Welcome Skating Rink |
| 22 | Partnership with Wounded Warriors Creates First Responder Assist |
| 24 | Innovative Food Repurposing Idea Fills Needs in Community |
| 25 | Research Partnership Unveils Surprising Data on Aggression Amid Pandemic |
| 26 | Marking One Year of the Pandemic |
| 26 | Women’s Acute Stabilization Unit Opens |
| 28 | Letters from Community Leaders |
| 30 | #RisingUp at Ontario Shores |
| 32 | Athletes and Broadcasters Share their Mental Health Stories on #MindVine |
| 33 | Summer Wellness Challenge |
| 33 | Virtual Visits Increase Dramatically in Light of Pandemic |
| 34 | Letters to Everyone at Ontario Shores |
| 34 | Letters from Patients and Families |
| 36 | Ontario Shores Named GTA Top Employer Fifth Straight Year |
| 37 | MHFA and Workplace Training Goes Virtual |
| 38 | Letters to Teams, Units and Departments |
| 40 | The 6 th Annual Mental Health Conversation Luncheon |
| 41 | Grants Pave Way for Recovery College Expansion |
| 42 | The Inaugural Whitby Run for Women |
| 42 | Major Gifts, Major Impact |
| 44 | More Letters to Teams, Units and Departments |
| 50 | Pen Pals of Hope |
| 51 | Let’s Celebrate! |
| 52 | More Letters to Teams, Units and Departments |
| 56 | Festival of Lights Highlights Holiday Season |
| 58 | Clinical and Financial Data |

Josh, an Entrance Screener at Ontario Shores, has been brightening people’s days during the pandemic with his inspiring whiteboard art. Read more about Josh and his creativity on Page 18.



Message from the President and CEO and Chair of the Board

The theme of this year’s Annual Report could not be more fitting.

The series of Thank You Letters featured in the Annual Report were submitted by staff, patients, family members and community leaders to celebrate the passion, empathy, ingenuity and creativity we have witnessed throughout the 2020-21 year at Ontario Shores.

The World Health Organization declared a global pandemic in response to the spread of COVID-19 on March 11, 2020, and the organization’s plans for the 2020-21 year immediately shifted.

At the start of the year, we were still in the early days of the pandemic. Each day, we learned more about COVID-19 and how to keep our patients and each other safe. As an organization, we moved to secure masks and PPE; we also had to adapt to evolving information as well as new protocols and guidelines being developed and implemented by government on a daily basis.

Months later, we continue to change, evolve and adapt to the environment.

What hasn’t changed has been you and your dedication to the people we serve.

#RisingUp has become our rallying cry, and everyone at Ontario Shores has displayed a collective willingness to be there for our patients, their families and each other.

In addition to managing our role in the pandemic, thanks to you, Ontario Shores has continued its important mandate in creating a better mental health system for everyone.

Recognizing the need in our community, Ontario Shores was able to open the Healthcare Worker Assist program to support those on the front lines dealing with increased stress and anxiety due to the pandemic. Shortly after, we were able, in partnership with Wounded Warriors Canada, to launch a similar program for First Responders.

We also expanded the availability of our Ontario Structured Psychotherapy, opened our Women’s Acute Stabilization Unit (WASU) and achieved HIMSS Stage 7 revalidation.

The work didn’t stop.

As we officially close out a year like no other, we reflect on exceptionally challenging times and the extraordinary people at Ontario Shores who rose to them.

It is important that we continue to move forward while adhering to public health measures and cultivating the hope that mass vaccination brings.

It is equally important that we look back and take pride in all we have accomplished.

We have remained flexible, while keeping people safe. We have continued with our work in a way that continues to create opportunities for people to get the help they need, when they need it. We have continued to treat our patients and each other with dignity and respect.

We could not be prouder of what everyone at Ontario Shores has done to advance the organization’s Vision, Mission and Values.

Thank you for your continued dedication to the work we do in what was certainly an exceptionally challenging year.

Karim Mamdani, President and CEO and Ted Moroz, Chair of the Board of Directors



Staff #RisingUp to Get #COVaccinated

In January, 2021 the first wave of staff at Ontario Shores became eligible for vaccination against COVID-19.

Vaccination against COVID-19 protects individuals and everyone around them.

As Ontario's vaccination process rolled out, Ontario Shores staff and patients have become eligible to receive the vaccine.

The #COVaccinated campaign at Ontario Shores was created to promote vaccination and

celebrate the energy of staff who have continued to give of themselves in the face of numerous challenges during the pandemic.



'#Zero Flu: We Rely on You'

Immunization against influenza was vital to keeping everyone safe during flu season, even more so during the COVID-19 pandemic.

With a goal of 100 per cent immunity, the '#Zero Flu: We Rely on You' messaging reflected Ontario Shores' ambitious and collective desire to keep everyone safe.

Thanks to our #ZeroFlu Champions who promoted vaccination and supported our Immunization Clinics, Ontario

Shores was able to create the safest possible environment for both patients and staff.

Special thanks to Kyle Samuel (Forensics), Moses Oluwatusin (DDS), Vanessa Janes (Geriatrics) and Morgan Moore (ARP) who joined Brianne McMullan and Kristi McManus from Occupational Health as our #ZeroFlu Champions.



Ontario Shores Expands OSP program

Ontario Shores expanded the availability of its Ontario Structured Psychotherapy (OSP) program (formally known as the CBT Demonstration Project) to the regions it serves.

Ontario Shores first implemented the initiative in 2017 along with three other mental health hospitals in the province in collaboration with the Ontario Government’s Ministry of Health. The goal of the program was to expand the availability of psychotherapy services to Ontarians who suffer from depression and anxiety.

The program provides evidence-based, short-term cognitive-behavioural therapy (CBT) and related approaches to

care for individuals living with depression, anxiety and anxiety-related problems.

The services range from self-administered strategies with the support of a coach or therapist to weekly, one-on-one or group therapy using a stepped care approach to ensure patients are receiving the most appropriate level of care for their diagnosis.

During the three-year pilot phase, Ontario Shores developed community partnerships with numerous agencies, including community mental health centres, indigenous communities, primary care centres, colleges and universities. Referrals for the program were only accepted

through these partnerships, offering services to individuals connected to one of these community centres.

With ongoing investment from the Province to ensure this type of evidence-based care is accessible, Ontario Shores expanded its reach of the OSP program to everyone over the age of 18 across its service area.

Since the program’s launch, Ontario Shores has served almost 3,000 individuals living with mental illness.



Health Care Worker Assist Launches to Support Healthcare Heroes

As a result of COVID-19, Ontario Shores realized health care workers may be at risk of developing increased symptoms of anxiety and depression. The Health Care Worker Assist service was created during this unprecedented time to help those with pre-existing mental health conditions who are at high risk of exacerbation of symptoms.

For those struggling with resiliency, the clinic provides rapid access to services for all health care workers to provide skills that enhance resilience and reduce symptom burden so they can continue to offer the essential service they provide to Ontarians.

Ontario Shores Revalidated for EMRAM Stage 7

Ontario Shores has once again been successfully revalidated as one of the HIMSS Analytics Electronic Medical Record Adoption Model (EMRAM) Stage 7 hospitals.

This prestigious achievement reflects Ontario Shores’ continued commitment to ensuring the highest quality

of care is met using electronic medical records (EMR). Organizations recognized as a Stage 7 hospital no longer use paper charts to deliver patient care. Found within a Stage 7 organization are an abundance of data, automated processes, easier access to information and clinical decision supports within its EMR.

Ontario Shores first achieved the Stage 7 designation in 2014, becoming the first hospital in Canada and the first mental health hospital in the world to achieve the HIMSS Analytics EMRAM Stage 7 Award. Ontario Shores was the first hospital in Canada to receive revalidation in August 2017.

Meditech Expanse Meditech Improves Transitions

Ontario Shores, in partnership with the Royal Ottawa Health Care Group (The Royal) and the Waypoint Centre for Mental Health Care (Waypoint), went live with Meditech Expanse upgrade in January, 2021.

The upgrade to Meditech Expanse enables improved system access and clinical workflows, resulting in better patient experiences across all three organizations. The

innovative upgrade included a new look for the Electronic Health Record (EHR) for providers. Meditech Expanse improves transitions of care in the patient’s health journey as well as providing a web-based solution for population health initiatives, patient engagement strategies and access to care using virtual visits. Clinicians will have an improved, streamlined system that enhances opportunities for collaboration

and research while improving efficiency.

The Meditech Expanse upgrade predominately impacts providers as we work toward a seamless transition for users which includes integration of existing workflows while improving patient care delivery efficiencies and patient safety.





“The app brings together all mental health services...”

DRPSupport App Supports Police Employees

The Durham Regional Police Service (DRPS) and Ontario launched a new DRPSupport app to support the mental health of police employees.

The development of the app began in 2019 when Ontario Shores and the DRPS received a research grant from the Provincial Ministry of Labour,

Training and Skills Development as part of their Occupational Health, Safety and Prevention Innovation Program. The project was led by psychologist Dr. Krystle Martin, a research scientist with Ontario Shores and DRPS members Holly Britton, Health Wellness and Safety Manager and Cst. Meghan Buckley, Peer Support and Wellness Coordinator. Students from Ontario Tech University were contracted, under the supervision of Dr. Pejman Mirza-Babaei, Associate Dean Industry Partnerships, Associate Professor

of User Experience Research, Faculty of Business and IT, to help build the app that was transferred to DRPS.

The app brings together all mental health services and programs available to DRPS employees. The app will be installed on all employee smartphones, making access to important services just a few clicks away.

Ontario Shores Looks to Bring EmPATH Model to Ontario

Ontario Shores has been working hard to bring a cutting-edge mental health emergency model to Ontario to address increasing demands for psychiatric services.

As part of its Master Plan Headstart project that was formally submitted to the Province, the Emergency Psychiatric Assessment Treatment and Healing Unit (EmPATH) has a proven track record of transforming mental health outcomes in hospitals across the United States. It also

provides those in mental health crisis a more dignified and compassionate approach in their care.

Ontario Shores is uniquely positioned as one of the leading centres for mental health care to bring the first EmPath model emergency department into Canada. This model, under Ontario Shores’ recovery-focused lens, will provide better care for those who are experiencing mental health crises and free up resources in other emergency departments.

Protecting Minds Campaign Focuses on Echo Pandemic

In September, Ontario Shores and the Ontario Shores Foundation launched its Protecting Minds campaign.

The campaign focused directly on the mental health issues people are facing across Canada due to the COVID-19 pandemic and asks people to help fund “PPE for the mind.”

As the number of people experiencing mental health issues increases and the conditions of those already suffering are exacerbated, it is inevitable that the “echo pandemic” of mental health will continue to grow.

By featuring stories of staff, patients and supporters of Ontario Shores, the concept aimed to demonstrate that we have to go beyond protecting our physical health by asking the audience “what protects

our mental health” when faced with adversity, such as the devastating effects of COVID-19.

The campaign featured a diverse group of people from across the country, dressed in PPE while boldly stating that a mask protects our physical health, but what protects our mental health?

The Protecting Minds campaign looked to raise funds for the future of mental health care but also generate crucial conversations about the importance of supporting those who are struggling.

The campaign was featured in Durham Region and Toronto, with the majority of presence being online via digital and social media.



“The campaign focussed directly on the mental health issues people are facing across Canada due to the COVID-19 pandemic...”

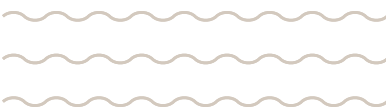
To Stephanie R., RN, GDU

Thank you for all your help in collecting samples for testing from our GDU patients. This is a population of people I do not have the strongest connection with, and your help with your words of encouragement, your positive attitude, and at times just your presence helped in collecting the samples we need (through a not so fun

process) and helped provide a tremendous amount of reassurance for the patients.

Thank you! You're amazing!

Mark Hatt, RPN, Infection Control

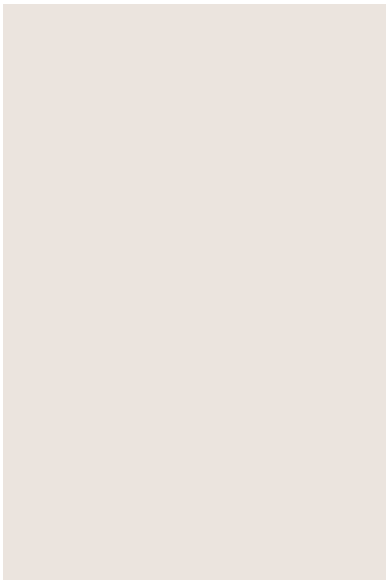


To Sharon H. and Katy B., Volunteer Services

Thank you for providing the other volunteers and myself the opportunity to volunteer at Ontario Shores despite the current state of the world. After Sharon had given me the opportunity to interview for the volunteer position, I had been looking forward to volunteering. However, due to COVID-19 putting a stop to the program, I had begun to worry about whether or not it was still possible. Katy, to my surprise, reached out to all of us who were still interested in volunteering and made sure to keep us up-to-date on any changes. From personal experience, I didn't expect there to be communication at all but was surprised to find how quickly and frequently

messages would occur on updates about the facility and the program. Katy was also incredibly patient with me in regards to my documentation and making sure that I provided the information they needed. Sharon did a great job on my first day of volunteering to get me familiar with the facility and ensuring that the job was explained simply and without any pressure. Thank you so much to both of you for being so accommodating, for doing such a great job, and being so pleasant to talk to! I look forward to whenever I am able to volunteer for you and your staff!

John Gabriel Endaya, Volunteer



To Emily C. and Julie E., GDU

The last six months have been extremely hard for my family in dealing with my father's dementia. The upside? He's in a safe place where people genuinely care for him. The staff at Ontario Shores have become my father's family when we are not able to be there with him. They've considered who he was, and is, to give the best possible quality of life to him. They've risen to every challenge he's given them and have come back with ways to make it better for him. No matter the amount of time or effort required, they have always put his best interests first. I haven't had a chance to meet all the amazing staff working with my father, but I'd like to mention two. First, to Julie E. for keeping in constant contact during the whole time my dad has been at Ontario Shores. This has been such a huge weight

lifted off our shoulders, just to know how my dad is doing and not left wondering each week how he is. You have been a true blessing; even though a lot of our conversations are upsetting, you've made sure to keep positive and show us the bright moments dad has. Second, to Emily C. for having weekly video chats with my whole family. You have been so interactive with my dad and always make time for us in your schedule. We appreciate your caring and happy attitude; it makes the video calls that much easier. You have truly given so much of yourself to helping dad with activities and making sure he's content. You even remember his favourite donuts! We are so lucky that dad has you. To all the staff who interact with my dad on a daily basis - thank you for everything you do. It means

the world to us that people care about his wellbeing as much as we do. Thank you for becoming his family and treating him with the respect and dignity that he deserves. I am always thankful that dad is at Ontario Shores. It has been a place of compassion, commitment, and overwhelming excellence. It's here that my dad was given the chance to live free from the restraints and harsh judgements that often accompany a dementia like his. He's been treated like an individual, not a diagnosis. For that, I will always be grateful.

Michelle Hutchinson, Family Member



To Gina C., LifeLabs Technician

Thank you for all your support during the pandemic. Your work ethic and attention to detail is tremendous and acts as a safeguard for patients to ensure they do not experience

any unnecessary isolation times related to our COVID-19 protocols. You're the best!

Mark Hatt, RPN, Infection Control

To Andrea M., Director

As the Director of Communications, Volunteer Services and CEOD, you have been a mainstay at Ontario Shores throughout the pandemic. When the world shut down, you stayed behind to hold down the fort while the rest of your team was sent home to work remotely and became a jill-of-all-trades to do what needed to be done on site. In the words of Queen Elizabeth, you have been “our strength and

stay,” both for the hospital and its ever-changing demands on your time, energy, and messaging; and for your diverse team of individuals, each of whom you have taken care to ensure has their needs met and feels appreciated. You have been vulnerable in front of us on the days you are struggling, taken time out of your often-packed days to check in on or be there for your team, and celebrated many moments in new and

creative ways with the team and the organization.

Thank you, Andrea. Ontario Shores is so fortunate to have you, and I count myself lucky to have such a fabulous leader who is #RisingUp every single day!

Amanda Sampson, CEOD



To Andrea L., RT, GPU

I would like to say thank you to Andrea L. our Recreational Therapist (RT) on GPU, for #RisingUp. Andrea goes above and beyond to ensure all of our patients’ days are meaningful and recovery oriented. She is a Recovery Assessment Scale working group member on the unit and leads Recovery groups. She has a positive attitude and

has formed strong partnerships amongst our team. In addition to her daily role and responsibilities as an RT, Andrea has led the students in our Living Labs initiative with Trent University. She supports the students virtually and assists the patients while on the unit. On top of that, she ensures that members of our team are recognized. Whenever

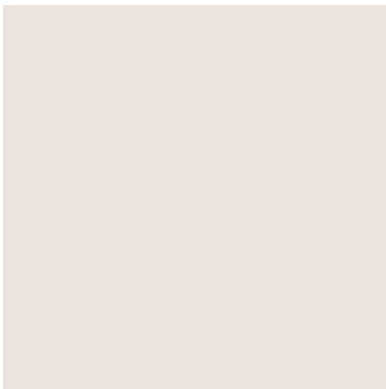
I see Andrea, she is always with our patients supporting and encouraging them at all times of the day, during special occasions and holidays. We are so fortunate to have Andrea on our unit #RisingUp. I am proud that she is a member of our GPU family.

Justine Lee, Manager, GPU

To Rosana F.

Thank you for your positive energy and for your flexibility and always being helpful and kind!

Dr. Caitlin McKeever



To Jennifer M., Manager, Nutrition and Food Services

Thank you for always rising up to help bring food to my patients in need. You showed the true spirit of rising up to answer my calls.

Cathy Greig, RN, Complex General Psychiatry

To Jennifer M. and Andrea M.

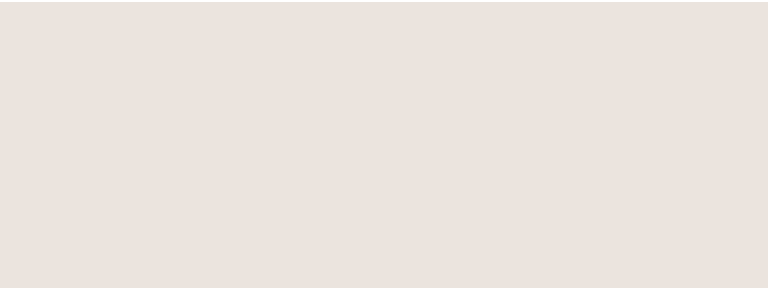
Just want to thank you two for all the food hand outs you provided every morning for months. That meant a lot to me to come in and receive a daily treat. Not only that, but I know

you two came in much earlier than required to prepare for us staff. Those mornings were a bit brighter.

Valentina Slute, Switchboard



To Shannon S., Ontario Shores Foundation



I just wanted to thank Shannon for being compassionate, understanding, and extremely patient when I extended my maternity leave and worked out my stress and anxiety surrounding childcare during the pandemic. I had only been working with Shannon three weeks before I left on my maternity leave, so I am

blown away with her faith in me and her leadership. Since coming back, Shannon has been extremely supportive in helping me re-adjust. Her confidence in me has been a light in an otherwise dark and scary time. So, thanks Shannon! You’re the best.

Erika Johnston, Foundation



To Josh S., Screener

Our Centre Lobby, what was the gathering place at Ontario Shores for special events and celebrations, was transformed at the start of the pandemic as the screening entrance for staff, patients, visitors and volunteers.

Our entrance screeners have been an energetic, positive and supportive team who have ensured that everyone entering our building has been properly screened and has the Personal Protective Equipment they need to keep everyone safe.

And while the set-up in the lobby is a daily reminder that the pandemic is still very much a part of our lives, the process is made a bit easier by the friendly greetings we receive each day from our Entrance Screeners. They are made up of current and former hospital volunteers,

family members of our staff, and members of our community who have taken on these roles and have been integral in keeping Ontario Shores a safe place to work and receive care.

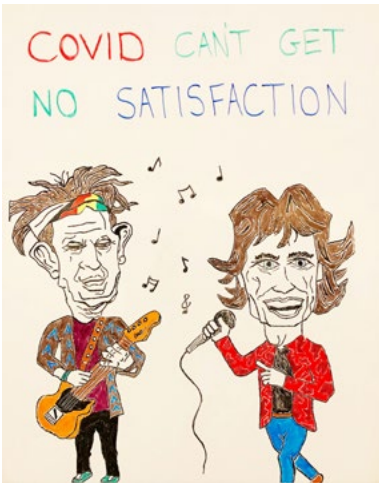
The pandemic has been hard, but what has made it a bit brighter has been the artistic talents of one of our entrance screeners, Josh. A volunteer with Ontario Shores for the past two years, Josh became an entrance screener at the start of the pandemic. Over the past year, Josh has discovered that he can draw. Every few days the white board in the lobby has a creative new drawing. There has been an assortment of cartoons, athletes, holiday characters, and musicians, all sharing a funny or important message about the pandemic.

These drawings have brought a smile to my face and reflect the creativity that has taken place across the hospital to keep our spirits up during this difficult year.

Thank you to Josh and to all of our entrance screeners for all that you do.

To check out Josh's drawings, follow him on Instagram: @dry.erase.josh

Andrea Marshall, Director, Communications, Volunteer Services and CEOD



To Clinical Working Group



I would like to express my deepest gratitude to the Clinical Working Group, led by Karima Velji, which provided operational support for the organization's pandemic response. The Clinical Working Group demonstrated exceptional leadership and performance while fostering an environment of optimism throughout the pandemic. The Clinical Working Group established guiding principles at the beginning of the pandemic to ensure that the group remained focused and aligned with their purpose as part of the overall pandemic response. Each and every member of the working group worked tirelessly throughout the pandemic to review the evidence, guidelines and

directives consistently in order to develop our own policies, procedures, protocols and plans to ensure the appropriate mechanisms were in place to limit transmission of COVID-19 in our hospital. The working group always ensured that each difficult decision or issue was informed by the evidence and the recommendations put forward to IMS were informed by the clinical expertise within the organization. Further, this group ensured that our organization was always in alignment with the community standards and consistently observed other practices in other hospitals. It is important to recognize each member of this working group who played a significant role in the organization's pandemic

response: Karima V., Dawne B., Sanaz R., Beth B., Anastasia K., Mark R., Andrea M., Jim M., Sarah K., Anson K., Andra D., Jason M., Leslie J., Dr. McNeil, Dr. DeFreitas, Dr. Waxman, Dr. Arany Shanmugalingam, Dr. Klassen, Dr. Fadel, Dr. Chopra, Dr. Coleman, Jaime B. A special acknowledgement to Karima V. for continuing to lead this group throughout the pandemic. Thank you for keeping our staff and patients safe throughout the pandemic!

Andrea Smith, Manager, Medical Affairs and Project Management

To Caitlyn B., Screener



I just want to acknowledge Caitlyn as a #RisingUp champion. Caitlyn always greets everyone with a smile and makes a point to connect with staff when they arrive or when they leave. Caitlyn makes people feel appreciated for coming to work. We need

our screeners to keep us all safe, and I'm genuinely thankful for Caitlyn.

Michelle Kunkel, FRU

To Debbie T.

Thank you to Debbie, for #RisingUp during a challenging 2020-21 both as result of the pandemic, and while Purchasing was shorthanded! Your consistent and ongoing efforts to source and procure the goods and services the organization

needs (particularly PPE!!) do not go unnoticed and are greatly appreciated. I cannot thank you enough for your unwavering commitment and support!

John Lin, Manager, Purchasing

To Sandra T., Vocational Services

Thank you for all that you do to support my practice. I appreciate the many, many ways you help me to deliver high quality patient care. Working from home has been challenging but you have found innovative ways to support me. Your kindness and positive attitude brighten my days.

Nicole Means Miller, Vocational Services

To Falguni S., Vocational Services

Thank you, Falguni, for all the ways you have reached out during this challenging time. I appreciate your willingness to help me to navigate the limitations of working from home.

Nicole Means Miller, Vocational Services

To Lori M., Vocational Services

Thank you, Lori, for assisting with learning a new role in the most challenging time. Your commitment to high quality patient care is remarkable, and I appreciate your generous sharing of your knowledge, time and wisdom with me.

Nicole Means Miller, Vocational Services

Patients and Staff Welcome Skating Rink

Thanks to the Innovation Fund at Ontario Shores, patients and staff welcomed outdoor skating in January, 2021.

For three months, small groups of patients and staff were able to enjoy the skating rink for fresh air and outdoor exercise.

Staff as well as members of the community donated skates and helmets to provide opportunities for patients to

enjoy the ice rink, which became invaluable for some patients whose recreation options were limited due to COVID-19 restrictions.

Special recognition goes out to our Plant Services team for maintaining the ice for our patients and staff.



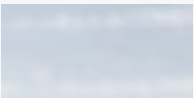
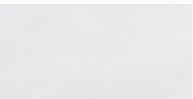
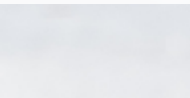
Partnership with Wounded Warriors Creates First Responder Assist

Wounded Warriors Canada and Ontario Shores recognized the need to provide a range of specialized mental health services, including prevention, crisis supports and treatment to First Responders.

The program, First Responder Assist, builds on the clinical expertise of both organizations and serves to enhance the culturally-specific trauma programs provided by Wounded Warriors Canada.

First Responder Assist provides a clinical team dedicated to serving the psychological needs of First Responders in the province and offers prevention services, crisis support, individual treatment and clinical training.

Services are available virtually or in-person through Wounded Warriors Canada.



“Special recognition goes out to our Plant Services team for maintaining the ice for our patients and staff.”



Innovative Food Repurposing Idea Fills Needs in Community

Food insecurity was one of the harsh realities facing Ontario Shores’ many already vulnerable outpatients during the COVID-19 pandemic.

Throughout the day-to-day operation of the Lakeview Cafeteria and patient food services, there is some unused food each week. Out of that resource came the idea to take the unused food and repurpose it into individually packed meals

for our outpatient patients. The food was then distributed to the patients by Ontario Shores’ outpatient teams.

The Nutrition and Food Services team purchased freezers for our off-site locations in Peterborough, Lindsay and Whitby to allow storage of frozen food. They used the hospital’s existing transportation services to deliver food each week along with their deliveries of personal

protective equipment and office supplies.

Outpatient teams identified patients in need, and the first food delivery took place in Peterborough on January 29, 2021.



Research Partnership Unveils Surprising Data on Aggression Amid Pandemic

The global COVID-19 pandemic dramatically changed the operation of health care, including psychiatric facilities. Despite anticipating generally negative pandemic-related outcomes, Ontario Shores uncovered a much different narrative.

A research partnership involving Ontario Shores and Ontario Tech University documented a reduction in aggressive incidents at the hospital during the pandemic, along with a decreased need to use restraints and seclusion to manage patient behaviour. These unexpected learnings could have significant impact on future approaches to mental health support and preventing aggression. The data suggested that health care should not necessarily return to ‘normal’ post-pandemic.

“Against initial common thought that aggression is related to mental health, aggression levels have fallen dramatically during COVID-19,” said Ontario Tech University researcher Dr. Carolyn McGregor, Research Chair in Artificial Intelligence for Health and Wellness at Ontario Shores. “While many operational

changes were implemented at the hospital during the onset of COVID-19 to enhance safety and proactively prevent negative outcomes, patients are tolerating the unusual situation.”

Organizational strategies in response to the pandemic continued to focus on patient well-being while it intensified their ‘co-design’ approach to more heavily involve all stakeholders, including patients and their loved ones. This level of engagement shifted trust, choice and power, while also

proactively identifying any gaps in service delivery.

COVID-19 protocols also meant that all Ontario Shores patients have faced equal physical distancing restrictions and access to privileges. Experts believe this has alleviated the perceived subjective nature of patient-to-patient comparisons and lessened any feelings of power imbalance.

“Against initial common thought that aggression is related to mental health, aggression levels have fallen dramatically during COVID-19”

Marking One Year of the Pandemic

On March 11, 2021, Ontario Shores marked one year since the World Health Organization declared a global pandemic to limit the spread of COVID-19.

To honour staff who have been #RisingUp to go above and beyond to care for our patients and each other throughout the pandemic, Ontario Shores released a series of thank you video messages in addition to providing treats to staff.

The day's activities were a safe and unique way to celebrate staff and show our appreciation to staff and patients for their role in keeping Ontario Shores a safe place to work and receive care.



Women's Acute Stabilization Unit Opens

Ontario Shores launched a new program in March, 2021 to support women in corrections who are struggling with complex mental illness.

The Women's Acute Stabilization Unit (WASU) is a 5-bed inpatient unit located at Ontario Shores which supports the treatment of women currently at the Vanier Centre for Women who are experiencing serious mental health issues. Individuals are referred to Ontario Shores if they need more care than can be provided within Vanier.

This dedicated unit provides specialty psychiatric hospital care to acutely ill inmates, who would benefit from a structured,

secure and therapeutic inpatient setting. In addition, staff provide behavioural interventions, counselling, psychological assessment, Indigenous-specific care and recreational activity.

The service is funded by the Ministry of the Solicitor General.



To Ontario Shores

As your member of Provincial Parliament, I want to personally thank you, the staff of Ontario Shores, for your selfless and dedicated commitment during the last year, and beyond.

This has been an unprecedented time for us all. The pandemic has tested our resolve but we have and continue to rise to the challenges.

Ontarians rely on the specialized care offered at Ontario Shores, and you have exceeded expectations in very challenging

times. You have also supported our long-term care system, adapted existing services and created new programs to meet changing demands. This has not gone unnoticed.

Our Government has made mental health a priority, and you have continued to provide the excellent care that you are renowned for. I am proud to represent and champion Ontario Shores, a leader in mental health that delivers results for Ontarians.

I wish you all well as you celebrate your Annual General Meeting, and I looked forward to continue working with you in support of our most vulnerable citizens. All my best.

Lorne Coe, MPP, Whitby



Thank You

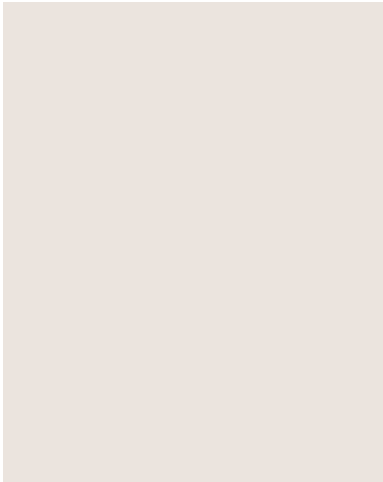
On behalf of the Members of Council and the residents of the Town of Whitby, I'd like to thank everyone at Ontario Shores Centre for Mental Health Sciences.

Despite the challenges we all face with the pandemic, staff

continue to provide excellent specialized mental care for citizens. They have assisted with supporting long-term care homes with outbreaks and created new programs such as HealthCare Worker Assist and First Responder Assist to meet the mental health needs of those

on the front lines. Your dedication and commitment are making a difference in our community.

Don Mitchell, Mayor, Town of Whitby



To Ontario Shores

As the Member of Parliament for Whitby, I want to express my sincere gratitude for your devotion, dedication and service to our community and our fellow Canadians.

The COVID-19 pandemic has been an extremely challenging time for the world, but no one has experienced more challenges and been more personally affected this past year than you, our healthcare workers, frontline workers, and essential workers.

Over the last year, we have seen how it is essential workers, like yourself, who have been instrumental in keeping our society functioning. Your tireless efforts to keep our community members safe, cared for, fed, healthy, and connected is what has kept Whitby thriving and enabled us to navigate through this pandemic thus far. Without your service, being there for us each and every day, the measures we have been taking

to fight COVID-19 would not have been possible.

We all want nothing more than to go back to our regular lives – to see each other in person, hug our loved ones, have our kids in school and get back to “normal.” With vaccines being rolled out across the country and around the world, and with your continued support, we can see the much-needed light at the end of the tunnel. We must continue our efforts and remain vigilant for your safety and ours! I appreciate this has been an extremely difficult and challenging time for you and your loved ones, but please continue to stay strong! I know that we can get through this together!

Again, I want to sincerely thank you for the commitment you have shown, the personal sacrifices you and your families have made and your continued service during this unprecedented crisis. Our entire

community is incredibly grateful for you. Your selflessness and perseverance have been an inspiration and given us hope to get through this pandemic. While many of us stay at home, you keep our society functioning and provide care for our loved ones when we cannot be there to support them. We owe you a tremendous debt of gratitude -- you are our heroes!

While words are not enough to truly express my gratitude, please know that we appreciate all you do, and should you need any assistance, please do not hesitate to reach out to me at 905.665.8182.

Ryan Turnbull, Member of Parliament, Whitby

Thank You



Thank you for all the amazing work you have done for our community during the COVID-19 pandemic, and beyond.

Your consistent effort to deliver quality mental health care and keep patients, staff and the community safe from COVID-19 are an inspiration to us all.

The sacrifice and commitment you have shown is a shining example of what it means to be Durham Strong.

On behalf of all of Durham Region, thank you for being our heroes today, and every day.

John Henry, Regional Chair and CEO

#RisingUp at Ontario Shores

The 2020-21 year at Ontario Shores has been dominated by the changes and challenges initiated by the COVID-19 pandemic.

From the moment the World Health Organization (WHO) declared a global pandemic on March 11, 2020, staff brought their very best each and every day to support our patients and keep everyone safe.

The #RisingUp campaign celebrated the efforts of our staff who creatively found ways to manage change while doing their part to ensure the best possible care was provided to

people living with mental illness.

What started with photos transitioned into #RisingUp Honours, T-shirts and later #RisingUp Conversations, a video series offering an in-depth look at the contributions of our staff.

#RisingUp has become our call to action and rallying point for everyone who takes pride in the role they play in the work of Ontario Shores.



Photos taken at various times and various states of restrictions.

Athletes and Broadcasters Share their Mental Health Stories on #MindVine

The #MindVine mental health podcast released 22 episodes during the 2020-21 year, including several featuring celebrity guests.

Among those who joined #MindVine to share their personal connection to mental health were broadcaster and former National Hockey League (NHL) goalie Kelly Hrudef, Your Morning meteorologist Kelsey McEwen, basketball

commentator Jack Armstrong and former NHL players Rick Vaive and Brant Myrhes.

#MindVine also welcomed Ontario Shores' experts such as Anson Kendall, Infection Control, Dr. Amer Burhan, Physician-in-Chief, and Dr. Dave McNeill from our Medical Clinic, to talk COVID-19, geriatric mental health and influenza. The podcast also featured conversations on hospital

programs such as the Eating Disorders Unit, Metabolic Clinic and Mental Health First Aid.

The #MindVine mental health podcast is available on YouTube, Spotify and Apple Podcasts.



Summer Wellness Challenge

Ontario Shores hosted its third Summer Wellness Challenge to encourage wellness in the areas of sleep, fruits and vegetables, and water intake.

Everyone was encouraged to participate in and track activities that positively impacted their personal and workplace wellbeing. The Ontario Shores Summer Wellness Challenge awarded points to staff members who tracked activities

that contributed to the nine domains of wellness in the Wheel of Wellbeing. Staff were also encouraged to log their steps using FitBits or other pedometers.

The Summer Wellness Challenge initiative is part of the Ontario Shores Wellness Plan and ongoing efforts to promote workplace mental health and overall wellbeing.

Virtual Visits Increase Dramatically in Light of Pandemic

Before the pandemic was declared in March 11, 2020, Ontario Shores' outpatient teams provided a limited amount of services virtually through the Ontario Telemedicine Network (OTN).

In the days and months that followed, our teams had to pivot and find ways to continue to provide services either virtually or with increased precautions on site or in the community.

Prior to the pandemic, an average of 400 virtual appointments occurred each month. Since March 11, 2020, our outpatient teams have

been conducting 4,000 to 6,000 monthly virtual appointments.

This was a necessary shift due to COVID-19 but didn't come without growing pains. Our clinicians, administrative staff and telemedicine team worked tirelessly to make this shift possible and showed incredible dedication and creativity, ultimately ensuring our clients continued to receive access to high quality mental health services.

The virtualization of care has allowed for growth in awareness of benefits including increased flexibility, clients being able to

log in from the comfort of their own homes, and a decrease in clients not being able to attend their appointments.

The outpatient teams look forward to using these learnings in balancing the mental health needs of our community and eventually return to increased in-person care again.

To Everyone at Ontario Shores

We are living in COVID-19 times. Our supports have changed to take the dangers of transmitting the virus into account and keep everyone safe. We cannot sit together in a closed environment until it is safe again. I lost my son Benjamin at the age of 17 to suicide 5 years ago. It marked the darkest days of my life. I became depressed and needed help. I still have times when I struggle to understand it all. I was eventually referred to Ontario Shores where I was admitted under the Partial Hospitalization Program. This was a new experience for me and I was having doubts about how this would benefit me. I was in good hands. The team made me feel welcome and I learned about my condition and how

to overcome it. A big turning point was when I was introduced to art. I never understood the value of art in recovery at that time and mocked it. Well it was the key to turning things around for me. I am grateful for the encouragement I received. I felt that this is something I can do for myself at my own pace. I enjoyed sharing my art. As a result of this experience, I graduated from being a patient to become a volunteer at the hospital. Once a week, I helped facilitate a program called Art Café. Many patients participated in this program and many are still painting today. There was a lot of excitement and happiness in the room when we worked on our art. Some of my paintings were featured in the 2018-2019

annual report and in various journals at the hospital. I have sold prints, created post cards, and we even did a silent auction to help raise money for the hospital foundation. As a person who just discovered painting as a therapy, these events in my life gave me a new sense of purpose and a brighter outlook on life. I can't change the past, but I can make the future brighter for myself and others.

Thank you. You were there when I needed you, and you allowed me to give back in many ways. Your care, patience and understanding make a difference.

Mike Simon, Volunteer, PARC Member

To FARU

Thanks to everyone who did all they could to make life a little bit better during these trying times. It has been extremely difficult for the patients who already struggle with mental health and lockdown restrictions. We are looking forward to the end of the pandemic.

Ronda and Paul Gaspar



To Everyone at Ontario Shores

I want to thank all Ontario Shores staff for #RisingUp throughout the pandemic and continuing to provide excellent services in all areas of the organization. I am so proud of this organization and the passion every staff holds for serving our patients. Thank you for being resilient in such difficult times and for making

this organization a wonderful place to work!

Sanaz Riahi, VP, Professional Practice, Research and Academics and CNE

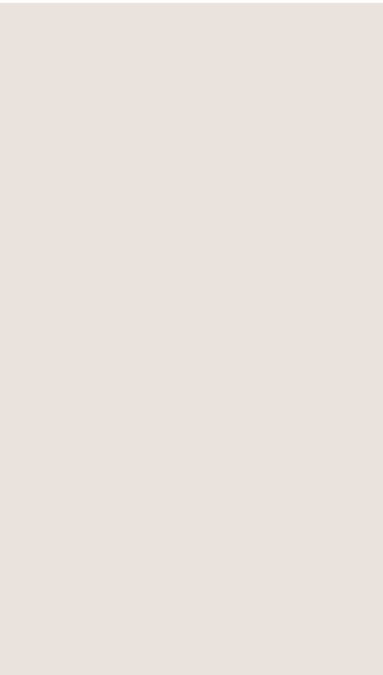
To Everyone at Ontario Shores

On behalf of the Ontario Shores Foundation team, a huge, heartfelt thank you to everyone who makes Ontario Shores the caring, compassionate, and innovative organization I'm so proud to be a part of. We are delighted to work alongside you in the pursuit of discovery, recovery and hope for everyone experiencing mental illness.

Thank you for #RisingUp for your patients and for one another, every single day.

Shannon Stuart, CEO, Ontario Shores Foundation for Mental Health

To FCRU



I would like to recognize and thank the entire team on FCRU for the care and attention that they have provided for my son, and compassion that they have shown our family over the past number of years. All of the difficulties associated with this horrible illness that he and our family have experienced were mitigated in the knowledge that

he was under your watchful eye and care. On behalf of our entire family, thank you!

Steve Cosentino, Family Member

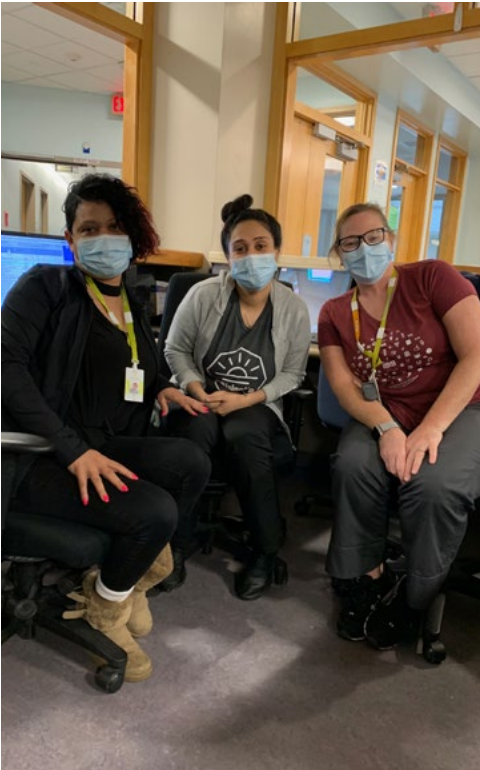
Ontario Shores Named GTA Top Employer Fifth Straight Year

Ontario Shores was among select organizations named one of Greater Toronto's Top Employers for 2021 following a competition that evaluated employers on several criteria, including work atmosphere, vacation benefits, training and development, financial and health benefits, physical environment, and community involvement.

It was the fifth straight year Ontario Shores was named a GTA Top Employer.

Most notably, Ontario Shores is recognized for its robust employee health and wellness programs, its Eat Well Live Well menu in the Cafeteria, and achieving platinum level recognition from Excellence Canada for the implementation of its Mental Health at Work Framework.

This award has been honouring public and private sector organizations across all industries for 15 years. The competition recognizes organizations that foster a culture of excellence while striving to create and maintain a desirable workplace.



MHFA and Workplace Training Goes Virtual

Mental Health First Aid (MHFA) and Mental Health Training changed dramatically over this past year.

Over the past six years the Mental Health in the Workplace training program at Ontario Shores has grown from a handful of courses a year, to training over 6,000 people across the province. We have worked with organizations with over 10,000 employees, to smaller ones with a staff of 15 people.

Our mission is to educate employees about mental health in an effort to reduce the stigma in our work environments so we can support each other through our times of illness.

Pre-pandemic, our instructors would travel across the province to deliver the training in person

at the organization's workplace. The first six months of the pandemic were very difficult for us as all courses were immediately put on hold, and it took time to convert training to the online forum.

However, similar to all other areas, we adapted and moved to online platforms. The MHFA Certification program can now be delivered virtually, with an additional online self-learning module. In-person training is approximately 12 hours and typically completed in two full days. Now we can complete it in about nine hours, which includes a 2-hour self-learning module, and two 3.5-hour Virtual Classroom modules. This past year, we have certified over 400 people in MHFA from various organizations, including Ontario Power Generation, York

University, Fleming College, Durham College, and many others.

Our other training programs have also now been adapted to the virtual platform. We currently offer a half-day workshop to understand the basics, as well as 18 different lunch and learn webinars that support our mental well-being using more mindfulness-based approaches to mental health. We have also been providing company town halls where employees are given a small presentation showing them resources to support their mental health.



To Vaccination Clinic Nurses

This group of phenomenal nurses stepped up and stepped forward when the calls for volunteers went out to assist Lakeridge with the vaccination process for the community. These staff volunteered while maintaining their part-time

commitment to Ontario Shores, which speaks volumes to their work ethic and dedication as nurses. These staff have demonstrated the core values of community by going above and beyond by working together as a team for a shared purpose,

which is ensuring as many people in Durham are able to get vaccinated. I am so proud of this group of nurses, and thank them for their patience and most importantly their dedication.

Roxanne Cain, Manager, CSSO

To Research and Academics

I would like to thank the team in Research and Academics, especially Tim, Mary, and Mervin for doing so much to support the setting up of our studies since October. This also goes to all of the research staff, support staff, and volunteers!

Dr. Amer Burhan, Physician in Chief

To Outpatient Scheduling and Resource Team

This has been an immensely challenging year that our outpatient teams would have never made it through without you all. You have been asked to adapt and pivot on a moment's notice many times, and words cannot express how much this is appreciated. Thank you, thank you, thank you!!!

Shawn Carter, Manager, ICAP and Patient Flow



To Recovery College

I want to take this opportunity to say THANK YOU to all of the individuals who are invested in the initiative to bring Recovery Colleges into the post-secondary space. I truly believe, given the pandemic situation and associated impact on the mental health of students, this initiative is so timely. Although we are just getting started, I have already seen the enormous impact that this initiative is having on students. I want to thank the students who are so engaged in and enthusiastic about the development of these offerings at their universities and colleges. The students never fail to amaze me with

their compassion, passion, creativity, and brilliant insights into the mental health and wellness-related needs of this population. The student voice is at the centre of this work, and this makes the programming so relevant and impactful. Once the courses developed by students are launched, the connections and learnings shared among students are so powerful in promoting a sense of community, validation, and wellness. I want to thank Ontario Shores' leadership and our post-secondary partners for investing resources in this work and forming beautiful and meaningful collaborations.

As the Peer Support Specialist assigned to this work, I am so honoured to be in a position where my lived-experience is respected, valued, and highlighted as an asset in my work. Students have mentioned that it becomes so much easier to get the help that they need when it is supportive and welcoming like what is offered in the Recovery College.

Holly Harris, Peer Support

To Occupational Health and Wellness

During this pandemic, the Occupational Health and Wellness team has worked hard to ensure staff are safe when coming into work. Seven days a week they provide support to managers and staff. They keep up to date on Ministry of Health guidance, Public Health protocols and provide guidance and direction to staff on any potential exposures. They understand the impact each staff member plays in this organization to ensure our patients are safe. Thank you for all your hard work and dedication during this unprecedented time.

Camille Thomas, Director, Human Resources

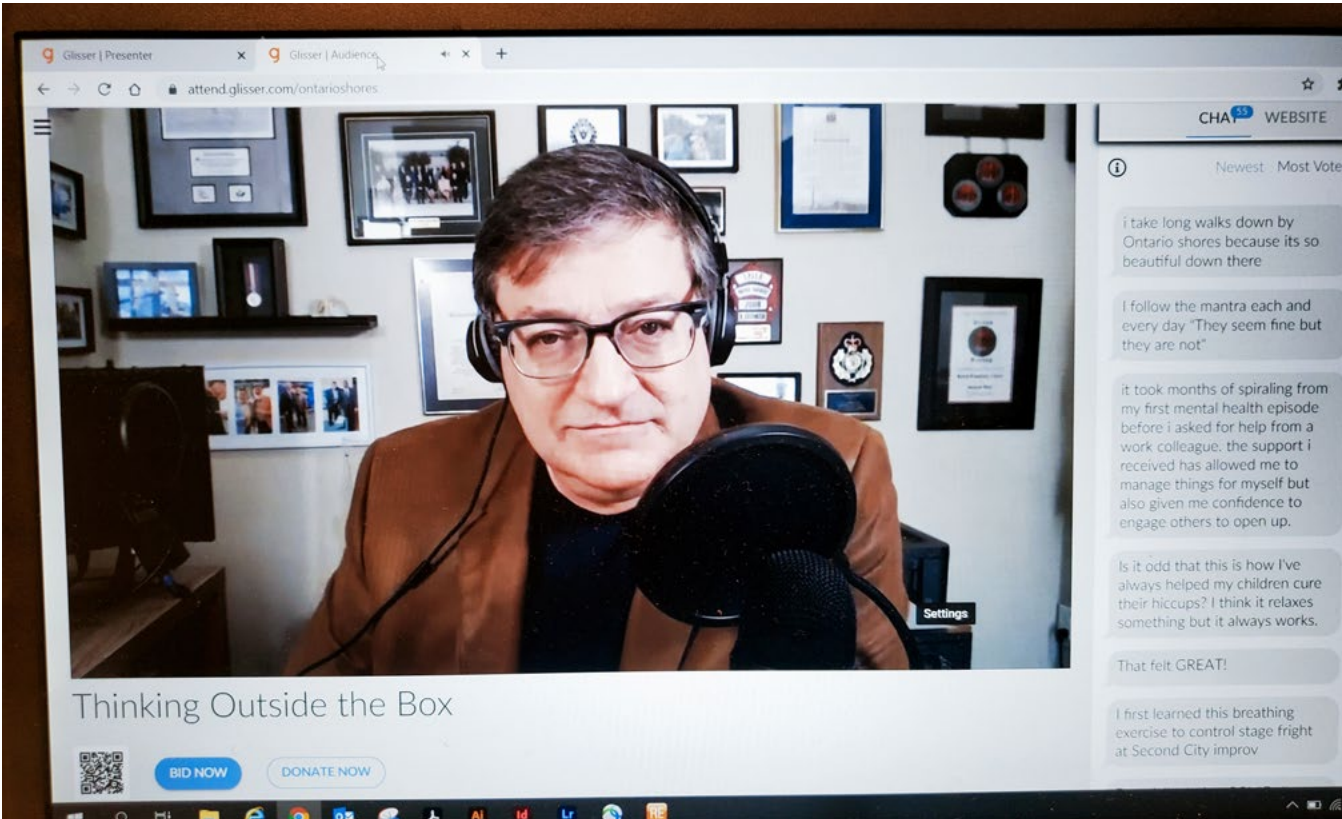
The 6th Annual Mental Health Conversation Luncheon

Even though events looked a little different this year, the Ontario Shores Foundation was pleased to virtually host our 6th Annual Mental Health Conversation Luncheon with our presenting sponsor Bell Let's Talk.

This year's event featured keynote speaker Kevin Frankish, formerly of Breakfast Television, who recently launched his own mental health podcast 'The Happy Molecule.'

Along with 'The Happy Molecule,' Kevin makes it his mission to advocate for mental health so that stigma is removed and treatment can be accessible for all. In 2006, he experienced his first panic attack on air: "All of a sudden, my heart starts racing, my entire body turns warm. You just feel like you are about to lose control." He was later diagnosed with severe depressive disorder and has been open and honest about his mental health struggles.

The Ontario Shores Foundation is grateful to Kevin, all our sponsors, gift-in-kind donors for our virtual silent auction, and to all the attendees of this event. With your help, \$63,905 was raised for mental health and recovery at Ontario Shores.



Grants Pave Way for Recovery College Expansion

The Ontario Shores Foundation received a \$20,000 grant from the Bell Let's Talk Community Fund to support the expansion of Recovery Colleges across Canada.

The Bell Let's Talk grant supports Ontario Shores in its contribution of two full-time staff to a partnership with the Canadian Mental Health Association (CMHA). Together, the two organizations plan to bring 20 mental health and well-being learning centres - Recovery Colleges - to

communities across Canada in the next year.

The free, welcoming, community learning centres, which are modeled after successful sites in the UK, offer courses that provide education about mental illnesses, treatment options, wellness and ultimately discovering or rediscovering passions, hope and meaning.

Ontario Shores opened its own Recovery College in 2016 and is recognized as a Canadian leader who will help take the program

national in partnership with CMHA.

Recovery College complements professional assessment and treatment by helping people to understand their challenges and learn how to manage them better to pursue their aspirations. It is a place where lived experience is blended with the expertise of mental health practitioners to help participants develop meaningful goals for recovery. The focus is on hope, empowerment, possibility and connection.



The Inaugural Whitby Run for Women



The Ontario Shores Foundation was one of 18 cities across Canada to host a Run for Women presented by the LOVE YOU by Shoppers Drug Mart program.

The community of runners, walkers, donors and staff who raised \$113,568 for the LOVE YOU by Shoppers Drug Mart Women’s Clinic and other women’s mental health initiatives at Ontario Shores.

Because of this support, a portion of the funds raised enabled the Women’s Clinic at Ontario Shores to see patients five days per week (as opposed to one day a week) utilizing the skills and expertise of our clinicians to treat 30% more women since 2018.



Major Gifts, Major Impact

This year, Ontario Shores Foundation received major gifts that had major impact on the patients and programs at our hospital. Highlighted below are just a few of the generous donations we received last year in support of research and expanded access to mental health treatment.

The Citrine Foundation of Canada - a second gift this year of \$250,000 in support of highest priority research and innovation needs at Ontario Shores. These funds fueled

recovery-oriented research, interventions for schizophrenia with a focus on positive treatment outcomes, virtual cognitive behavioural therapy for psychosis, and research focused on bias in nursing documentation and feelings of restrictiveness in forensic care.

Green Shield Canada (GSC) - \$50,000 (in addition to their \$100,000 contribution last year) in support of research in digital health at Ontario Shores.

The Slaughter Family Foundation - \$150,000 to purchase iPads for inpatients. These devices will help to provide entertainment, connectivity to family and friends, and enable access to mental health resources, educational materials and information on wellness.

The Shandex Group - Longtime supporters of the Ontario Shores Foundation, The Shandex Group (based in Pickering) made a five-year pledge of \$75,000 to support the highest priority needs at our hospital.



To Ontario Structured Psychotherapy (OSP)

We would like to give a huge shout-out to the entire Ontario Structured Psychotherapy (OSP) team for their incredible work this year. In the face of COVID-19 and multiple programmatic changes, they have been #RisingUp each and every day for our clients and each other. They adapted workflows to incorporate a client-centred

stepped care approach across OSP services. They formed a social committee to stay connected and foster joy in work despite the geographical separation of working from home. And, they created an anti-oppressive working group to inform their practice and better understand and respond to the complexity of the experience of

oppression. We are so proud and grateful for this amazing team!

Katherin Creighton-Taylor and Leslie Johnston



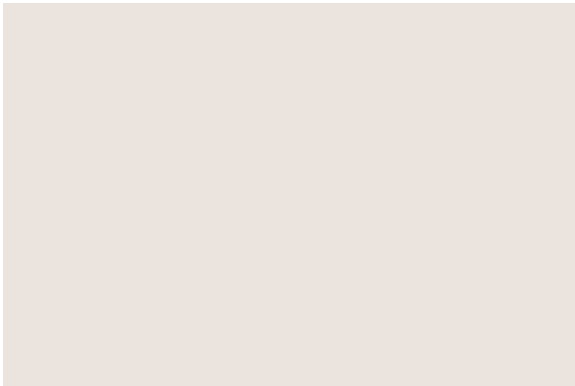
To Nutrition and Food Services/ Supply, Processing and Distribution

Being a leader in any organization is not easy, but with a team like you at the back, everything seems effortless. The team has always motivated me and pushed me to the limits so that the departments and organization can see better days.

that you all have provided through the pandemic to our patients and each other. I could not be prouder and more honoured to lead a team with strong work ethic and dedication!

Thank you so much for #RisingUp and for the support

Jennifer McDonald, Manager, Nutrition and Food Services



To ICAP-Complex Services

I have had the pleasure of working with the ICAP Complex Services (Durham and HKPR ACTT and Psychosis Clinic) since January 2021. I was struck by the willingness and team work that was shared with each other for the benefit of their clients. When our world was impacted with uncertainty and fear, these teams had to find a way to continue to serve the clients in their care and balance that with the stresses of home and uncertainty. The direct impact these teams have had on individuals is nothing short of

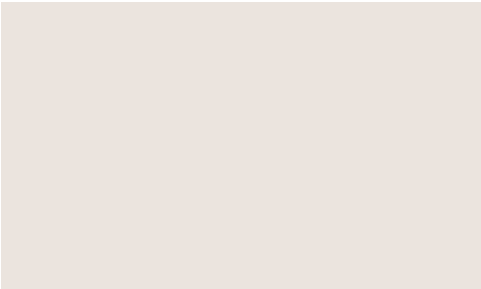
stellar. The required flexibility to work between teams to ensure clinician access, the innovation applied to find food and shelter when the little available became smaller and the positive attitude necessary to keep going when there was no end in sight are highlights of this work. The saying goes, "you cannot be everything to everyone." Well, Complex Service has come very close. Thank you for being better when it seemed impossible.

Brenda Lahey, Manager, ICAP and Patient Flow

To GPU

Thank you to the GPU team for supporting our patients and families during this time. Your ongoing kindness and compassion are valued and appreciated.

Justine Lee, Manager, GPU



To Finance and Payroll



Huge shout-out to the Finance and Payroll team for a smooth year-end. Despite increased financial reporting and other requirements due to the pandemic, virtual audit, being consistently short-staffed for most of the year, you did not

miss any timelines and delivered with exemplary service that you are known for. You are an amazing group of individuals who thrive on excellence EVERY SINGLE DAY. Thank you so much for your continued support, dedication and for working

tirelessly irrespective of what was going on around you. You amaze me and it is an honuor and privilege to work alongside you.

Heer Pasha, Director, Finance and Information Technology

To CGPD

I wanted to thank you for your ongoing dedication and commitment to our patients, our team and to Ontario Shores this past year. It was a time of tremendous and difficult change for our unit in particular, and you rose to the challenge with professionalism and excellence. The unit had gone through a tremendous transformation just one year prior in converting from NPS to CGPD. One year later, we became the designated

admitting unit for ARP. This was a daunting task during a time when there were so many fears and unknowns regarding COVID-19. You further demonstrated your consistent and astounding resilience, commitment to safety, devotion, problem-solving and team work. I am so proud to work along side each and every one of you. Thank you for all that you do.

Cheryl Luke, Manager, CGPD

To Central Intake and Crisis

Throughout the last year, you have faced many challenges and uncertain times, but have remained a “rock” for those in need, whether it be on the crisis phones, for those coming here in person for walk-ins, for all the individuals you speak to who are

desperately seeking treatment and for each other. In so many ways, you are the engine and heart that runs our hospital, and I am honoured to get to work alongside you!

Shawn Carter, Manager, ICAP

To Pharmacy

Thank you to the Ontario Shores Pharmacy Department! Everyone showed their unwavering commitment to our patients this year. We were part of the solution to this global pandemic by responding to whatever call came our way. It

is a pleasure to work alongside each of you.

Andrea Fernandes, Manager, Pharmacy

To All Clinical Informatics

I wanted to take this opportunity to thank you for your dedication and teamwork over the past year. I have witnessed all of you #RisingUp to support Ontario Shores through the COVID-19 Pandemic. You ensured that the organization was ready for a dedicated COVID-19 patient unit, an outpatient mental health clinic for frontline workers, and administration of COVID-19 vaccinations by ensuring the Electronic Health

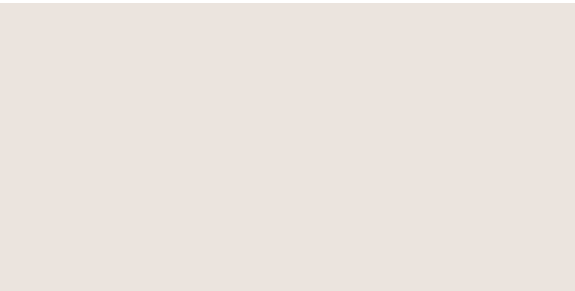
Record was ready to support new workflows. You supported the go live of Meditech Expanse during a pandemic and were completely flexible with new ways of working. You flawlessly supported users through big changes to the EHR, and you did so virtually to protect the health of our staff and patients. You have supported one another and continued to build the Clinical Informatics team no matter what our working environment

has been. Thank you for being an amazing team and for your contribution to Ontario Shores.

Thank you for #RisingUp!

Terence Hedley, Former Manager, MH-HIS Cluster

To Beth B. and Infection, Prevention, and Control



I would like to thank the Infection Prevention and Control Team for keeping staff and patients safe during this past year. Under the Leadership of Beth B., both the team and Beth went above and beyond to ensure policies and

procedures were developed and implemented. Your advocacy and ongoing commitment have kept us safe!

Leslie Johnston, Director, Mental Health and Addictions Strategy Implementation



To Telemedicine

This has been a year like no other. From day one of this pandemic, your efforts to ensure access to quality virtual care when in-person care wasn't possible, was nothing short of amazing. Had it not been for these efforts and all you had been doing leading up to the pandemic, the incredible increase in virtual care would have never been possible. Many occasions required you to think way outside the box, which led to increased opportunities for our clients to receive, access external services and have virtual contact with their loved ones. A HUGE thank you, team!

Shawn Carter and Beth Brannon

To Supply, Processing, and Distribution

Thank you to Jen, Dave and Andrea. Throughout this year, the Stores Team have been absolutely amazing at providing support to our Ontario Shores community and also to our Homes for Special Care program during this pandemic. They have truly worked so hard to organize and provide us with PPE for our clients in a timely manner, and have also gone above and beyond for our community in many other ways. For example, they helped to lead the food drive that supported many of our Ontario Shores outpatients needing additional help this year. This team has been instrumental in helping us keep our HSC homes and clients safe from COVID-19, and these efforts have not gone unnoticed. They have also been amazing at filling our own PPE needs as clinicians working in the community, and are always happy to greet us when we pick up orders at the shipping dock. Their work has been incredibly heartwarming during what has all around been a difficult time. Thank you from ICAP.

Megan Cameron, Manager, ICAP and Patient Flow

To HKPR ACTT Team

The amazing HKPR ACTT team always goes the extra mile for our clients!

Colleen Kovacs, RN, ACTT Haliburton/Peterborough

To Professional Practice

Thank you all so much for the amazing, supportive, creative, inspirational, and committed people that you have each been during this past year and the pandemic. You all continually reflect #RisingUp in the endless ways that the approach to work was adjusted, new areas of expertise were learned, and the organization, clinical teams, and new hires were supported in providing safe and exceptional care. Your focus on innovation, excellence and community is apparent in everything that you do, and I am honoured to work beside you!

Sarah Kipping, Director, Professional Practice

To GTU

I am writing to give a heartfelt thanks to the team on the Geriatric Transition Unit (GTU). Ontario Shores did an exceptional job at initiating measures to support the safety of staff and patients during the pandemic. Some of the measures that were put in place to mitigate the risk of Covid-19 exposure added changes in workflow, procedures and protocols on the unit. One example was the need to isolate our new admissions for up to 7 days. Our patient population has moderate to severe Dementia, and these folks are often confused, uncertain of a new environment and not able to appreciate the need to isolate. In response to this new challenge, many of the team members demonstrated a commitment to patient and family-centered care and recovery of our patients. The staff took the time to call the families when the patients arrived so that they could understand their interests and make them feel comfortable. They made activity bins for patients, they played cards (sometimes high stakes poker involving snacks), they watched movies in the patients' first language, watched a lot of Golden Girls, and they reminisced. They worked as a team to ensure our patients had access to meaningful activities and, most importantly, time with staff. The team also created a protocol to ensure ambulatory patients could have safe access to walks with staff to support functional mobility while in isolation. Thank you GTU for demonstrating teamwork, integrity and caring during this pandemic.

"Life imposes things on you that you can't control, but you still have the choice of how you're going to live through this."
~ Celine Dion

Amanda King, Manager, GTU



Pen Pals of Hope

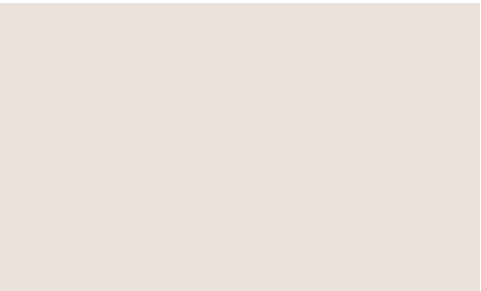
Stephen, pictured with his 6-year-old daughter, is one of the many dedicated volunteers who participated in the Pen Pals of Hope initiative at Ontario Shores. Volunteers regularly sent

letters to patients to lift their spirits during the pandemic. Stephen and his daughter also included unique crafts in their letters.



Let's Celebrate!

The 2020-21 year at Ontario Shores featured several patient events that celebrated seasons and lifted spirits across the hospital. That was certainly the case for our pumpkin carving and gingerbread house contests as well as our annual Caribana Celebration on our Forensic Assessment and Reintegration Unit (FARU).



To Support Services

I would like to thank the entire Support Services team for their extraordinary efforts this past year in responding to the pandemic. Whether it be providing snacks or meals to staff to lift their spirits, providing physical infrastructure to support the hospital's many activities, meeting increased cleaning requirements or

procuring PPE during times of scarcity, the team has truly been remarkable! I am so proud of their work.

Doris Foster, Director,
Support Services

To Communications, CEOD and Volunteer Services

"Creativity is a Team Sport." This quote has been displayed in our office area the past few years and truly represents the spirit in which Communications, Volunteer Services and CEOD approach their work. I am grateful beyond measure for the way in which they both individually and collectively have been #RisingUp throughout

the pandemic. The care they demonstrate for those around them, the passion they bring to their work, the unique ways they help foster team spirit across the hospital, and their unwavering commitment to excellence is what makes these teams truly special. Thank you, Katy, Taylor, Sharon, Amber, Amanda, Laura, Natalie, Lisa, Maureen, John,

Jordan, Chris, Darryl, Christina, Angelique, Roksana, and Jennifer. I am proud to work alongside you each and every day.

Andrea Marshall, Director
Communications, Volunteer
Services and CEOD

To Geriatric Psychiatry

I would like to thank the geriatric psychiatry program from leaders to frontline clinicians for the amazing work they do day in and day out for the patients and their families. I worked on the GDU unit since October 2020 and through the second

and now the third wave of the pandemic, and I appreciate so much being part of this caring and compassionate team!

Dr. Amer Burhan, Physician in
Chief

To Executive Assistants

I would like to thank you for your dedication and commitment to the Senior Management Team and Ontario Shores.

Thank you for working collaboratively as a team to ensure continuous support.

Robin Moore, Manager, Corporate Executive Assistant

To CSSO

"Coming together is a beginning. Keeping together is progress, working together is success."
~ Henry Ford

To the best team ever: I wanted to take a moment to thank you for all your hard work that you have contributed in ensuring that the hospital is safely and efficiently staffed during this pandemic. There have been many bumps in the road, but you have all been so gracious

and so helpful; I feel truly blessed to have a team like you. You all are the definition of rising up. The job is not easy, but everyday I walk into smiles and staff willing to go the extra mile. Thank you for all you do: you are appreciated.

Roxanne Cain, Manager,
Centralized Scheduling

To Geriatric Mental Health Community

Thank you to the Geriatric Mental Health Community Outreach team for continuing to support our patients within the community during this time. Thank you for keeping our patients safe within their homes and supporting their mental health. Way to go, team!

Justine Lee, Manager, GPU

To DDS

To all of the DDS staff/support staff that contribute to the successful operation of this program, thank you all for your contributions in supporting the mental health and wellness of our patients. DDS is a smaller unit than most. We don't have the same space/layout configuration as other units to work with, and because

of the isolation protocols for new admissions from the community on DDS, this has been particularly challenging to manage, especially when the milieu is more acute. The DDS team has been #RisingUp all year to continue to admit and support patients throughout the pandemic despite these challenges to continue serving

our community. People are still receiving the help and care they need because of you all. I am beyond grateful to be part of this group.

Jason Ferreira, Manager, DDS

To HIM

Thank you all so much for your extraordinary commitment and dedication to #RisingUp during the pandemic. The work you do is critical for our patients and clinicians in maintaining charts and documentation for exceptional care delivery and service. You have all graciously adapted to different ways to continue the success in our

department, and I thank you all for your unwavering and continued hard work. It's a pleasure and honour to work beside you!

Sarah Kipping, Director, Professional Practice

To FAU

I couldn't be prouder to work with such an amazing and dedicated group of individuals who provide quality care to our patients on a daily basis. While this past year has definitely been a tough one, I have seen your flexibility, creativity and innovation rise to the top. You have not only supported patients throughout this pandemic but have lifted each other up when needed. I am truly appreciative of your willingness to take on new challenges without complaint and consistently provide excellent patient care. We have laughed...we have cried...we have seen joy....and we have seen sadness over this past year. But most important of all, we never gave up and worked together to support the mental health of our patients and each other. I am blessed and privileged to work alongside you.

Cathy Duivesteyn, Manager, FAU

To the Senior Management Team

I would like to thank the Senior Management Team (SMT) for their dedication and commitment to Ontario Shores.

For a number of years before I retired, I was able to witness first-hand, and appreciate, the long hours and consistent demands that come with being a member of SMT.

During the pandemic, the stress was even greater.

Many are not able to see the difference SMT makes each day. I feel fortunate that I had the opportunity to see their genuine caring, empathy, compassion and dedication to everyone at Ontario Shores on display every day. They deserve to be recognized for their efforts in keeping everyone safe as well as for keeping Ontario Shores going during a really difficult time.

I want to thank SMT for their leadership and strength over the last year.

Pam Porter, Retired Manager, Corporate Executive Assistant



Festival of Lights Highlights Holiday Season

Enjoying the magical sights and sounds of the holiday season was challenging in 2020 with many community events cancelled due to the COVID-19 pandemic.

However, our thoughtful and dedicated staff wanted to bring some of that holiday cheer to our hospital with our own festival of lights, and we were able to do so thanks to support from our community.

The areas behind buildings 3 and 5 at Ontario Shores were decorated and lit to bring a bit of that holiday magic for patients, families and staff.

Thank you to Vickery Electric, Canadian Tire (Whitby South), Paladin Security, CTAS, D&G, Smith and Long, and Honeywell for their efforts in making the Festival of Lights a reality.

Also, appreciation goes out to our Plant Services and Therapeutic Recreation teams for their help in bringing the Festival of Lights to life.



“Thank you to Vickery Electric, Canadian Tire (Whitby South), Paladin Security, CTAS, D&G, Smith and Long, and Honeywell”



Clinical and Financial Data



| Age on Admission | |
|------------------|-------|
| 12 - 18 | 9.8% |
| 19 - 34 | 29.9% |
| 35 - 54 | 22.9% |
| 55+ | 37.4% |

| Revenue by Type | |
|-----------------------|-------|
| \$159,051,000 | |
| Ministry of Health* | 95.6% |
| Patient and Ancillary | 4.1% |
| Investment Income | 0.3% |

| Median Length of Stay | |
|-----------------------|--|
| 61 Days | |

| Expenses by Type | |
|------------------|--|
| \$150,245,000 | |

| | |
|--------------|-------|
| Compensation | 83.1% |
|--------------|-------|

| | |
|-----------------------------|-------|
| Other Supplies and Expenses | 13.7% |
|-----------------------------|-------|

| | |
|-------------------------|------|
| Drugs and Medical Gases | 1.8% |
|-------------------------|------|

| | |
|------|------|
| Rent | 0.2% |
|------|------|

| | |
|-------------------------------|------|
| Medical and Surgical Supplies | 0.4% |
|-------------------------------|------|

| | |
|---------------------------|------|
| Building Amortization Net | 0.8% |
|---------------------------|------|

| Working Capital | |
|-----------------|--|
| (\$12,877,000) | |

| Diagnosis on Discharge | |
|-------------------------------|-------|
| Psychotic Disorders | 54.8% |
| Neurocognitive Disorders | 16.8% |
| Depressive Disorders | 7.1% |
| Bipolar and Related Disorders | 6.5% |

* Ontario Shores would like to recognize the leadership and funding support by the Ontario Health's East Region. For more information about our performance, please visit ontarioshores.ca.

**Ontario Shores Centre for
Mental Health Sciences**

**700 Gordon Street
Whitby, Ontario L1N 5S9
905.430.4055**

ontarioshores.ca

