



# YEAR IN REVIEW

## A message of hope

**As a teen, Gaby came to The Royal for help, now she comes back to help others**

For young people who may struggle with mental health issues, the simple knowledge that they are not alone can be life-changing. That is the message that Gabrielle Eyahpaise (Gaby) delivers to hundreds of high school students throughout the year as part of The Royal's *Is it Just Me?* youth mental health education series.

*Is it Just Me?* brings students to The Royal for open, informal conversations on mental wellness and mental health problems. They hear from top mental health experts as well as personal speakers like Gaby who share their personal experiences in order to show that mental health issues are common, but there's help and hope.

Gaby was diagnosed with obsessive-compulsive disorder (OCD) at 14 years old, and she has struggled with depression and suicidal thoughts.

"I'd always been an anxious kid. I remember staying up at night and worrying about school, my family, and accidents that could happen to them," she says.

"When I was at my darkest time, I felt so alone and like nobody understood and very isolated. It felt like I was living in a nightmare and no one could see. It was just darkness, there was no hope, there wasn't even life anymore."

Left home-bound, and often bed-bound, she began feeling helpless and became suicidal. She found help through The Royal's Youth Program where she celebrated both her 17th and 18th birthdays as an inpatient.

As she began to recover, Gaby also began to feel less alone. Inspired to continue in her healing, she began attending local support groups, such as OCD Ottawa.

MESSAGE FROM THE

# Chair, Board of Trustees

It has been an honour and a privilege to have served on the Board of Trustees for the last eight years, four as the Board Chair. As I reflect on these years, I am struck by the level of commitment and the degree of passion exercised by each member of the Board. As advocates, we shared a common vision and an understanding of the role we play in helping to advance the cause and to position The Royal as a premiere mental health facility.

It has also been a privilege to not only work with a committed group of volunteers at this level, but to support The Royal's senior leadership team.

Under George Weber's leadership, The Royal evolved into one of Canada's leading mental health care, teaching and research hospitals. This has required understanding and embracing change at all levels. Over the last year, The Royal has continued to respond to future needs and challenges, driven by the vision of our new President and CEO Joanne Bezzubetz and her senior leadership team. Under this leadership, The Royal is set to build on our current momentum with a strong focus on accessing community-based care, and outreach and consultation services; and strengthening partnerships that can help improve quality

and flow of care throughout the mental health system.

In short, the vision is to ever more closely align care with the needs of the community.

To achieve these goals, The Royal can be expected to undertake a fundamental shift in how and what type of care is delivered to the wider community we serve. This shift will involve taking the necessary steps and actions to ensure that the clinical care we offer is the right care. As a research hospital, this will necessitate even greater attention to aligning the research we undertake with the care we provide; ensuring that the care we provide is based on the latest scientific knowledge; and, ultimately, undertaking research that supports the needs of our patients and community.

The Royal can also be expected to position itself as both a leader in the development of innovative new treatments and diagnostic tools, and a community partner that meets people where they are to provide the care that they need.

Change. Change is both necessary and vital. It is necessary in light of current economic realities, and it is vital if The Royal is to remain relevant in concert with its peers.



Joanne Bezzubetz & Scott McLean

Meeting need with the right care and aligning research with the right care to meet the need will be challenging — and a privilege for The Royal's leadership team. Accomplishing this overarching goal will translate our vision of a "hospital without walls" into reality.

Scott McLean

Chair, Board of Trustees, The Royal

DEDICATING THE

# Margaret Trudeau Butterfly Garden



On Sept. 7, 2018 The Royal dedicated the Margaret Trudeau Butterfly Garden in celebration of her impassioned advocacy for mental health. Her children, including Prime Minister Justin Trudeau, and grandchildren were present to honour and support Mrs. Trudeau, and to plant flowers alongside her.

In the early 2000s, Mrs. Trudeau sought help from The Royal which led to her recovery from bipolar disorder. Since then she has openly shared her personal struggles, helping to change the way people around the world view mental illness and giving hope that recovery is possible. Mrs. Trudeau is also the first Honourary Patron of The Royal, an honour presented to her at the 2016 Inspiration Awards.



## MESSAGE FROM THE

# President & CEO

An important part of my role as CEO of The Royal is connecting with people across our community and listening to their perspectives on mental health care. They tell me that the care we offer is excellent but getting access to it is fraught with challenges. That needs to change.

This year, we set in motion a vision that will transform how we bring mental health care to our community. The Royal will become a hospital without walls - an organization delivering mental health care and research that meets people where they are, in collaboration with diverse partners across our region.

We have implemented innovative approaches like Rapid Access Addiction Medicine services that help to reduce the strain on emergency rooms, and built non-traditional partnerships like one with the Ottawa Art Gallery to deliver a

therapeutic art program. At the same time, our well-established outreach services, community mental health teams, and telemedicine program continue to provide access to care when and where it is needed most. These exemplify the community-based services and partnerships that are key to creating a hospital without walls.

We are focused on exploring and pushing the boundaries of our knowledge in a way that is integrated with care and driven by the needs and experiences of our patients to create better futures for all people living with mental illness. Our research advancements of the past year, like Dr. Cliff Cassidy's discovery of a new biomarker for schizophrenia, show the life-changing power of innovation.

We are organizing ourselves to bring about change - we have established leadership

roles devoted to community-based care, implemented an innovation committee, and built partnerships both locally and across the province.

I am incredibly proud of our work over the past year and our team of skilled and dedicated clinicians, scientists, staff and volunteers who have made it all possible. We are poised for transformation driven by our commitment to patients and families and fuelled by innovation and collaboration.



Joanne Bezzubetz  
President & CEO, The Royal

## ... A Message of Hope continued

Within a year, she became the OCD Ottawa youth group lead, sharing her own experiences and knowledge with participants. She also started a young adult support group.

"I started being interested in advocacy because I really struggled with feeling like I was alone and no one really understood what I was going through, especially at my age," she says. And she has an important message to share with other young people: "You're struggling, and that's okay, but there is a way out and there is support out there. You're not alone in this."

Gaby's openness and honesty has encouraged many youth to open up, feel understood, and no longer alone. For this and all she does to inspire hope and healing, The Royal's Foundation honoured Gaby with its 2019 Inspiration Award (youth category).

## A creative space for recovery



Collaboration between The Royal and the Ottawa Art Gallery (OAG) is providing a safe space for outpatients from The Royal in various stages of recovery to explore and make art.

Creative Space, a studio program for people living with mental illness, runs weekly at the OAG Studio in the heart of downtown Ottawa. OAG's community access team leads creative activities, and workshops are facilitated by recreation therapists from The Royal.

"The best part is exploring creative pathways in the brain, learning new things and being creative. It betters your abilities," PatPro, Creative Spaces participant.

# CARING FOR INPATIENTS'

physical and  
mental health



Catherine M., a patient of The Royal, with  
Guillaume Tremblay, nurse practitioner

Meet Guillaume Tremblay, a nurse practitioner specialized in primary care. He is one of the newest members of the interprofessional care team at the Brockville Mental Health Centre. Tremblay's role enhances The Royal's ability to support inpatients' physical health alongside their mental health.

This important because people who are physically ill are at higher risk of developing

mental illness, and vice versa. Patients in the Forensic Treatment Unit are often inpatients for long periods of time, so it's especially important to ensure they have access to primary health care.

"It's about raising the standard of care for inpatients at The Royal, and ensuring that we're supporting their overall health," says Tremblay.

As a nurse practitioner, Tremblay can prescribe medication, diagnose, order tests, and make referrals to specialists. Preventative care is also a crucial part of his role. His work includes promoting healthy lifestyles, including exercise, smoking cessation, meditation, other stress management tools, and various ways to improve inpatients' quality of life.

## Telemedicine

The Royal's Dr. Ben Fortin-Langelier spends a half day every month seeing patients at Whitewater Bromley Community Health Centre. As a consulting psychiatrist, Fortin-Langelier is an important part of the team at Whitewater Bromley; he helps to clarify diagnoses and give direction on the treatment of patients with mental illness. He does this from the Bell Telemedicine Studio at the Royal Ottawa Mental Health Centre 120 kilometres away.

The Whitewater Bromley clinic is one of several regional clinics run by The Royal's Telemedicine Program. The clinics combine innovative technology with the traditional model of shared care. Telemedicine technology enables mental health experts to see patients over a secure videoconference link. The shared care model means that The Royal's specialists provide guidance and support as needed while the patients remain in the care of the primary care practitioner. The result is that more people get faster access to the help they need.

"Prior to our partnership with The Royal, we were waiting over two years if we could even get a consult. This partnership has a huge impact for our clients and for the providers - it is invaluable to us." - Feedback from



Dr. Raj Bhatla, Psychiatrist-in-Chief at The Royal with Sarah Joynt and  
Dr. Ben Fortin-Langelier

Whitewater Bromley Community Health Centre.

While technology is a big enabler in this program, the real key to success is partnership. Dr. Fortin-Langelier and Sarah Joynt, The Royal's Telemedicine Business Development Coordinator, have worked closely with Whitewater Bromley to understand their needs and set up a consistent and reliable solution.





Kayla Villalta

## Cooking up better mental health

A new kitchen in The Royal's youth inpatient unit is a little taste of home and a chance to learn life and recovery skills for young people living with mental illness.

The kitchen is a gift from Joan McRae and Kayla Villalta donated the stove – an integral part of the new kitchen. Kayla, a former patient of the Youth Program, decided to give back by painting flowerpots, selling them and donating 100 per cent of proceeds to support youth at The Royal.

"When I was a patient in the Youth Program, we really used the kitchen a lot, and that was time where I was able to build friendships with other people and learn from them," says Kayla. "It was a chance to do something meaningful, which is such a big part of recovery. It really made you feel like you were at home when you weren't."

The new kitchen provides a useful space to cook and gather together within the inpatient unit. It features appliances and tools similar to those found in many homes,

and occupational therapists work with patients on planning and preparing simple, skill-instilling recipes that patients could make on their own in the future.

Supporting youth mental health is important, says Villalta, because it's a chance to move young people's lives forward – to give them the tools they need to live their best lives.

"I personally have struggled with my mental health, and so have many people around me," says Villalta. "It's so important to focus on youth mental health, because that's where a lot of mental illness starts. If you can focus on coping strategies and how to manage it when you're young, you can carry those tools through the rest of your life."

### LEADING THE DRIVE FOR

## Better care for veterans

### Centre of Excellence on Posttraumatic Stress Disorder and Related Mental Health Conditions

The Royal has selected Patrick D. Smith, PhD as CEO for the Centre of Excellence on Posttraumatic Stress Disorder and Related Mental Health Conditions. As its first CEO, Dr. Smith will provide strategic leadership in the establishment and growth of the Centre of Excellence.

"One of the first things I will be doing is reaching out to those who will be most impacted by our work: Veterans and their families who can share the wisdom and insights from their own experience. Listening to Veterans with lived experience and their families will be key to our focus on applied research - better understanding what services and supports are most critical and helpful. I want to have this group engaged right from the beginning and connected with all the other stakeholders that we will be bringing together to improve care."



Patrick D. Smith



### One of the best places in the region to work!

The Royal has once again been recognized among the National Capital Region's Top Employers — 2019 marks the fourth time The Royal has been named to the list.

# BY THE NUMBERS

2018 - 2019

## OUR TEAM



1,694 staff



466 volunteers



469 students



197 physicians

## OUR PATIENTS



1,392  
inpatient  
admissions



12,653  
outpatients



158,742  
outpatient  
community  
visits



7,070  
telemedicine  
consultations

## CONVERSATIONS AT THE ROYAL

*Public Information Sessions*

The Royal hosted nine public information sessions reaching a total of nearly 850 people with timely topics like 'The Happy Brain,' men and suicide, coping and healing after tragedy, and gender identity.

*"The talk was very informative, well put together, educational and delivered in clear 'every day' speak."*

*"Thank you again for these educational talks which give us hope and healing."*

*"That was a fantastic presentation and hit home on many many levels."*

## SHARING KNOWLEDGE

*Is It Just Me?*  
Youth Mental  
Health Education



2,065 students

13 sessions



*Conferences*

17,782 attendees



## DISCOVERY

**117**

clinical research  
projects

**62**

research trainees

## YOUR SUPPORT

**\$5.9 million** total donations

### Supporting:

*Depression Research*

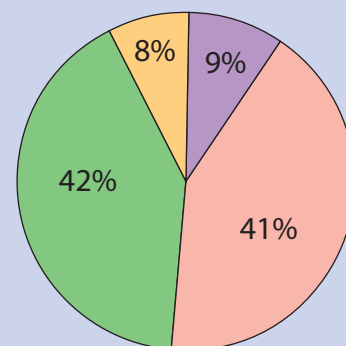
*Emerging Research  
Innovators in  
Mental Health*

*Family & Public  
Education Programs*

*Women's Mental Health*

*Equipment & Technology*

*Care & Support*



Research

Equipment

Public Education

Improved Patient Care

## Foundation focus



Gordon Cudney



Mitchell Bellman

One definition of philanthropy is showing goodwill in a proactive effort to improve quality of life. In 2018-19, the Royal Ottawa Foundation for Mental Health continued our focus by encouraging philanthropy as well as strategically connecting our donors to research initiatives they care deeply about. This has been a rewarding experience for the Foundation team and our board of directors.

Whether working closely with donors on major projects or providing grants for equipment, research or program enhancements - it is the Foundation's privilege to be a part of the process of philanthropy.

However, there is still much work to be done. It's no secret that mental health care does not receive the same financial support from the government or

donations as other diseases that affect fewer people. We are encouraged by the support of our community as evidenced by the results this past year from the Royal Ottawa Foundation for Mental Health events:

- The Royal's 2018 Leaders for Mental Health Breakfast was the largest in the city with over 125 committed table captains, raising over \$757,000.
- The annual Ottawa SHOPPERS LOVE. YOU. Run for Women is the largest fundraising and biggest participant (over 3000) event - out of all the 17 participating Canadian cities - and continues to grow annually!
- 2019 Inspiration Awards broke new records in funds raised (over \$500,000) and cast a spotlight on incredible people doing amazing things in the area of mental health.

- For 29 years, we have hosted The Open, a sold out golf tournament at the Ottawa Golf and Hunt Club.

Our generous donors are at the heart of these accomplishments. The end result is an ongoing impact in our patients' lives. We are extremely grateful to all those who have made this impact possible and look forward to another incredible year of philanthropy.

Gordon Cudney  
Chair, Foundation Board  
The Royal's Foundation

Mitchell Bellman  
President & CEO, The Royal's Foundation

## Giving the gift of research

*"For our family, we could hear the mania coming in my sister Arabella's voice, even over the phone. We became accustomed to steeling ourselves for what was to come this time round. Arabella was never able to find a lasting remedy for her bipolar disorder.*

*For people with bipolar disorder, manic episodes are marked by prolonged feelings of extreme optimism and/or lack of judgement by pursuing grand ambitious plans, high levels of activity, risky ventures that may result in pain or injury and greatly reduced need for sleep with often racing thoughts.*

*Over the years and the countless trips to various health appointments and visits to Arabella, we would reflect on what else we could do to help my sister and others. Our family decided that while Arabella is now gone, we would try to make a difference by supporting innovation in research*

*that would benefit others in the future.*

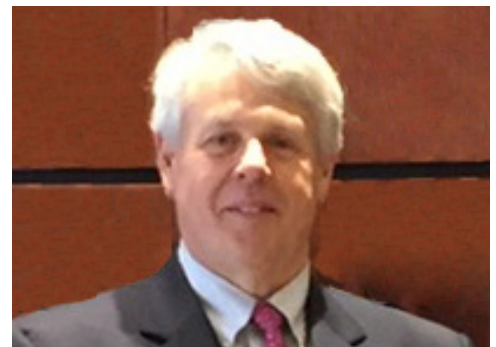
*We have learned of new research into depression and mania with wearable technology. Within the next few years it is possible The Royal will have tools available to predict within hours of a change in mood up or down. With this knowledge patients and physicians may be able to intervene early enough to change outcomes which would benefit patients, their families and an over stretched health care system.*

*As a tribute to Arabella and as a testimonial to her resilience in the face of such hardship, we have donated \$50,000 to research at The Royal. She would be proud to know that we are supporting research that may mean others need not go through what she did. Hopefully this will equip The Royal with more tools to help others going forward."*

– Charles Nixon



Arabella



Charles Nixon



# Bringing research to the front lines of patient care

Research and innovation have a significant role to play at The Royal, where mental health care means helping people manage their illness while they live their best quality of life. By harnessing cutting-edge technologies, engaging clinical and patient collaborators, and exploring new and alternative treatment pathways, the innovative research under way at our Institute of Mental Health Research (IMHR) is not only advancing our understanding of the brain and mental illness — the knowledge piece — but is also helping us to improve how we diagnose, treat (and even prevent) mental illness — the clinical piece.

This research innovation is made possible in part by generous community support that has helped to build The Royal's Brain Imaging Centre and launch ground-breaking studies.

## Maximizing ketamine's potential for people with depression



**Dr. Pierre Blier**

Dr. Pierre Blier's ketamine research is an excellent example of how we are bridging the scientific and clinical worlds at The Royal.

Ketamine has been widely used as an anaesthetic for over 45 years and more recently Dr. Blier, Director of the Mood Disorders Research Unit at the IMHR, and his colleagues have found that it can offer almost immediate relief to some patients with severe depression and/or suicidal ideation. But the relief has traditionally been short-term.

In ground-breaking new research, however, Dr. Blier and colleague Dr. Jennifer Phillips have shown that repeated ketamine infusions — small doses delivered intravenously — can have sustained antidepressant effects for people with treatment-resistant depression. Drs. Blier and Phillips also found that people who do not respond to one ketamine infusion could still respond down the road with repeated infusions.

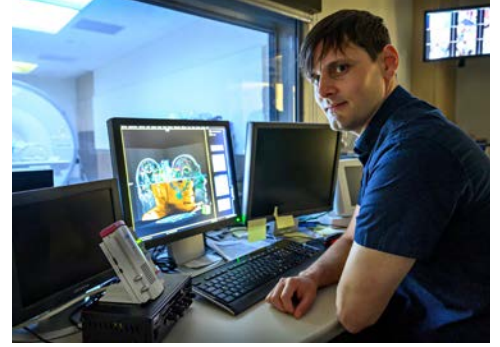
The next research step will involve measuring the effectiveness of ketamine treatment against electroconvulsive therapy. "When ketamine works, it works faster, produces fewer side effects and is much cheaper than ECT," says Dr. Blier. "If we can demonstrate that ketamine infusion is as effective as ECT for people with hard-to-treat depression, then we will be able to maximize the potential of this alternative treatment."

## Uncovering a new tool for diagnosing schizophrenia

Without widely available diagnostic tests, it can be challenging for psychiatrists to correctly diagnose a mental health disorder. Thanks to recent findings from a study conducted by the IMHR's Dr. Clifford Cassidy in conjunction with Columbia University's Dr. Guillermo Horga, a promising new diagnostic tool may be available to people with schizophrenia.

Dopamine is a chemical found in the brain that helps to regulate movement, attention, learning and emotional responses. It is an important marker for many psychiatric conditions like schizophrenia, but it has been difficult to measure without using positron emission tomography (PET), a brain imaging technique that is both expensive and difficult to access for many clinicians.

The presence of neuromelanin — created when dopamine breaks down — is detectable, however, through more commonly accessible magnetic resonance imaging (MRI) scans.



**Dr. Clifford Cassidy**

While neuromelanin-sensitive MRI (NM-MRI) is being used to show neurodegeneration in patients with Parkinson's disease, its usefulness in detecting a neurodegenerative illness like schizophrenia has never been proven before — until now.

"With NM-MRI, we can understand some of the same things that PET tells us but in a much more practical and accessible way," says Dr. Cassidy. The hope is that this tool will be integrated into clinical settings to "help people get the treatment they need faster."

## Finding the exercise 'sweet spot' for young people with depression



**Dr. Natalia Jaworska and Steve Clarke**

Countless studies have proven there is a direct link between regular physical activity and improving our ability to ward off chronic disease such as heart disease or major conditions such as diabetes. Yet, while there are studies showing that exercise can help with depression, anxiety and stress, not much is known about how hard we need to exercise in order to see the mental health benefits.

That is why Dr. Natalia Jaworska, Director of IMHR's Clinical Electrophysiology Laboratory, has launched a new clinical study that asks "does

*continued on page 9*



# Seven young scientists with the potential to revolutionize mental health care

In June 2018, seven young researchers joined The Royal's Institute of Mental Health Research as the Emerging Research Innovators in Mental Health (eRIM<sup>h</sup>). eRIM<sup>h</sup> is an innovative incubator program designed to accelerate discovery and transform mental health research and care – it is supported by a record \$6 million donation from an anonymous benefactor.

Over the past year, the eRIM<sup>h</sup> scientists have each hit the ground running in terms of building their research teams; designing and piloting cutting-edge studies; and establishing critical collaborations with other researchers, clinicians and patients at The Royal. Here is what they are up to:

- Dr. Synthia Guimond is working on developing tailored cognitive rehabilitation therapies for people with schizophrenia.
- Dr. Sara Tremblay is conducting research into the powers of brain stimulation using repetitive transcranial magnetic stimulation (rTMS) therapy. She aims to develop a better standard of care for people seeking non-invasive, non-drug therapies.
- Dr. Lauri Tuominen is setting up a neuroimaging study on fear generalization as a potential marker for psychosis using



the PET-MRI technology at The Royal's Brain Imaging Centre:

*"I am using neuroimaging to study the impact of stress and trauma. More specifically, using PET and functional MRI, I would like to understand how brain processes work to generalize fear responses. Combining these two imaging technologies can potentially inform us on the biology leading to mental illness, and open new doors for treatment."*

- Dr. Rébecca Robillard is uncovering new ways to assess and treat mental illness through sleep research, and is working to implement a sleep intervention program for patients with depression:

*"I've discovered that we can use heart rate recorded during sleep to identify people with depression with a 79 per cent accuracy rate – this could unlock a new and promising field of research. I also recently published evidence that, if left untreated, sleep apnea may worsen the course of depression. This motivates me to try and find efficient ways of screening for sleep apnea in people with treatment-resistant depression."*

- Dr. Natalia Jaworska is using clinical electroencephalography (EEG) to monitor brain activity patterns, as well as neuroimaging techniques to research depression in adolescents and develop more personalized interventions.

## ... Research to the front lines continued

intensity of exercise matter when it comes to improving mental health outcomes?"

Dr. Jaworska and her research team are working with Steve Clarke, a recreational therapist in The Royal's Youth Program, to look at the impact of aerobic exercise in young people ages 16 to 24 who are depressed. Assessment tools including heart rate/cardiorespiratory fitness, brain scans, brain electric activity (EEGs) and questionnaires will be used to evaluate whether there is a difference in clinical, cognitive and neural outcomes between medium- and high-intensity

exercise programs. Participants in the 12-week study will be able to choose the aerobic exercise — cycling, treadmill, elliptical.

"If we can figure out what intensity of exercise has the greatest impact for young people, and what effects this has on their brains, we will be able to provide them with strategies to help manage their mental health as they transition into adulthood," Dr. Jaworska says. The study may also help to shed light on whether one type of intensity level (moderate, for example) is more beneficial for depressed females than their male counterparts.

- Dr. Robyn McQuaid is working with Indigenous peoples to try to understand how external factors can impact one's brain biology and contribute to mental health issues both personally and inter-generationally.
- Dr. Michael Bodnar is developing a greater understanding of the negative symptoms of schizophrenia (e.g. loss of motivation, apathy, and lack of social interest) to create more individualized treatments.

## THE OTTAWA SUMMIT

# A chance to look towards a brighter future

"I've given up all hopes for a better past, and I think the health care system needs to do the same. The idea needs to be, 'what can we do today to take some action?'"

These words, spoken by Gord Garner, executive director of Community Addictions Peer Support Association (CAPSA), encapsulate the spirit of the Ottawa Summit on Opioids, Substance Use and Mental Health hosted by The Royal and Ottawa Public Health on February 7, 2019.

The Summit brought together almost 200 people involved in mental illness and substance use prevention, treatment, and harm reduction, including many with lived experience with addiction, to discuss the impacts of substance use and how we might provide better, more coordinated supports.

The interactive event identified top priorities for action centring around three themes:

### Preventing stigma and problematic substance use

1. Develop a stigma and prevention strategy that includes social engagement and acknowledges and addresses the effects of trauma, housing, and adverse childhood experiences.



2. Implement broad public and stakeholder education on mental health and substance use.
3. Create a collaborative table to advance a mental health and substance use strategy designed with vulnerable populations and people with lived experience.

### Emerging harm reduction initiatives that can reduce harms associated with opioid use

4. Increase access and funding to opioid addiction treatment and managed opioid programs.

5. Establish a call to action for allied systems level partners to integrate harm reduction practices and philosophy in their services.
6. Expand accessibility and diversity of harm reduction services.

### Collaborating and integrating across the system to increase access and uptake of services

7. Create a funding model that encourages comprehensive, collaborative, integrated, and client-focused care (one-stop shop).
8. Integrate people with lived experience, including family members, into the design and delivery of all services.

## Walk-in for help with opioid or alcohol use

The Royal has recently introduced walk-in services for individuals with alcohol or opioid use disorders in addition to its already established Regional Opioid Intervention Service.

The Rapid Access Addiction Medicine (RAAM) Clinic offers harm reduction services, treatment options, and links to community services. When someone walks into the clinic for the first time, they can expect to meet with a member of

the team to discuss their goals and how The Royal can help. For example, help may mean decreasing the harm associated with a person's opioid use, managing withdrawal symptoms, or providing medication or counselling.

Connecting people with the right community resources is also an important part of the service. "You don't have to come wanting to stop using opioids. You can come in just willing

to have a discussion," said Dr. Melanie Willows, clinical director of The Royal's Substance Use and Concurrent Disorders Program. "We meet people where they are at. We work together to try to keep people safe, and help them get the most appropriate care either at The Royal or in the community."





*"I'm in a published book. I didn't think that would happen. I started crying, it was unbelievable. It was my dream to be a writer."*

— Royal Ottawa Place resident

Residents and staff from Royal Ottawa Place show off their newly published collection of stories and poems called *Reflections from Another Side: Mental Illness Survivors and Advocates Unite to Write*. Volunteer and Inspiration Award Recipient Chris Nihmey (back row, second from left) used his experience as a teacher and author to help residents plan and write their stories as a step towards recovery.

## Record setting events

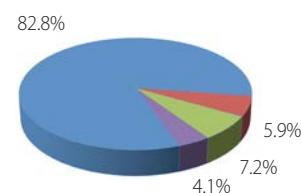


- On March 1, 2019, the 16th annual Inspiration Awards recognized people who have inspired hope and healing for others living with mental illness while raising more than \$526,000.
- More than 1000 people learned about The Royal's work in suicide prevention while raising \$757,900 at the 11th annual Leaders for Mental Health Breakfast on October 3, 2018.
- The 29th annual The Open golf tournament, held on June 10, 2019, welcomed PGA star, Ian Leggatt and raised \$268,000 to support patient care and research.



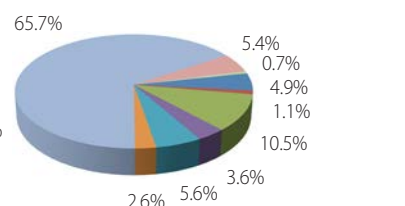
# Revenues & Expenses

## REVENUES



- Provincial Plan
- Patient Revenues & Room Accommodations
- Other Revenue
- Grant Revenue

## EXPENSES



- Salaries & Benefits
- Stationary/Photos/Printing/Other
- Travel & Education
- Depreciation
- Drugs & Medical Surgery Supplies
- Facilities
- Interest
- Medical Staff
- Professional & Management Fees

## TRANSFORMING CARE at The Royal

best practices • new partnerships  
• advancing technologies

On June 11, The Royal implemented a new Electronic Health Record in collaboration with our Mental Health Information System cluster partners Ontario Shores Centre for Mental Health Sciences and Waypoint Centre for Mental Health Care. Working together, we have developed clinical standards and identified evidence-based best practices supported by our shared Electronic Health Record to ensure the ongoing quality and consistency of the care we deliver here at The Royal and across the province. This project was an immense undertaking that has been made possible by the hard work of staff across the entire organization who are dedicated to providing excellent care to patients, families and our community.

## Introducing better access to talk therapy

Free short-term therapy is now available for adults with depression, anxiety, obsessive-compulsive disorder or posttraumatic stress

disorder thanks to the new provincial Increasing Access to Structured Psychotherapy (IASP) initiative. Ontario's four specialty mental health

hospitals, known as the Mental Health Partners, are coordinating the delivery of IASP with The Royal leading the initiative in the Ottawa region.

IASP offers Cognitive Behavioural Therapy (CBT), which is proven to bring about positive change for clients by teaching practical skills and strategies to manage mental health. CBT looks at how thoughts, emotions, and behaviours are related and helps clients develop personal coping tools that promote their strengths, enhance recovery, and improve quality of life.

The Royal is working in partnership with nine community-based health care providers to provide this service at locations across the community and over telemedicine – a secure video conference link.

