ANNUAL REPORT 2023/2024

"It's a community now!"

JOE Tenant, Coast Mental Health









MESSAGE FROM THE CEO



KEIR MACDONALD

After five years of growth at Coast Mental Health, we shifted our focus to strengthen infrastructure and refine internal operations. This investment will enhance service delivery, support staff well-being, and allow us to maintain high standards of care, while at the same time fulfilling our mission to support, advocate for, and promote the recovery of people with mental illness.

We have made progress in enhancing the safety

and effectiveness of our services. These updates have been critical in ensuring the safety of our clients and staff, providing a more robust framework for identifying and mitigating potential risks. Expanding our safety training is also equipping our team with the skills necessary to handle challenging situations with confidence and compassion.

This year, we completed building condition assessments on all Coast properties. This evaluation allowed us to identify critical areas for improvement and develop a comprehensive Capital Plan. I am thrilled to report that this plan has secured over \$3.5 million in new funding support from Canadian Mortgage Housing Commission, marking a significant milestone in our efforts to provide safe and welcoming environments for our clients.

Thanks to support from BC Housing, we have also seen significant investments in technology infrastructure, essential to enhancing our operational efficiency and improving service delivery, providing our teams with the tools needed to deliver high-quality care.

I extend my gratitude to our amazing staff at Coast. Thank you for your dedication and hard work in helping transform lives every day. Our work would not be possible without the steadfast support and insightful guidance of Coast's volunteer Board of Directors.

I am incredibly proud of the progress we have made this year and the collective efforts of our staff, volunteers, donors, and partners. Together, we are creating a brighter future for individuals living with mental illness.

MESSAGE FROM THE BOARD CHAIR



ANIL SINGH BOARD CHAIR

Coast Mental Health's leadership team and staff have put in a lot of hard work behind the scenes to build the foundation we need to frame our future. Our proudest accomplishment is the bolstering of Coast's overall infrastructure, recognizing its vital role in sustaining the quality of care offered to clients as well as a safe and healthy workplace for staff.

Our commitment to safety remains top of mind, underpinning every facet of Coast's

operations to ensure the safety and well-being of our clients, staff, and the communities we serve. We implemented robust safety protocols, fostering a culture of vigilance, accountability, and continuous improvement. We also invested in technology system upgrades to support our 53 facilities, clients and staff across Greater Vancouver and the Lower Mainland.

At the beginning of the fiscal year, our Board of Directors embarked on a journey to fortify our infrastructure, laying the groundwork needed to support a resilient and sustainable future. Coast worked with key partners to ensure the ongoing stability in our levels of funding and secured additional funding for infrastructure upgrades as well as providing the opportunity to consider thoughtful expansion of services to reach new clients.

As we reflect on the past year, it is important we celebrate our accomplishments with a sense of pride and gratitude. We are in a good place; Our organization is healthy, and we are ready to chart new frontiers.

As I complete my last term as Chair and Board member, I extend my heartfelt gratitude to our many supporters, funders, allies and the directors of Coast's Boards, all of whom continue to move our mission forward.

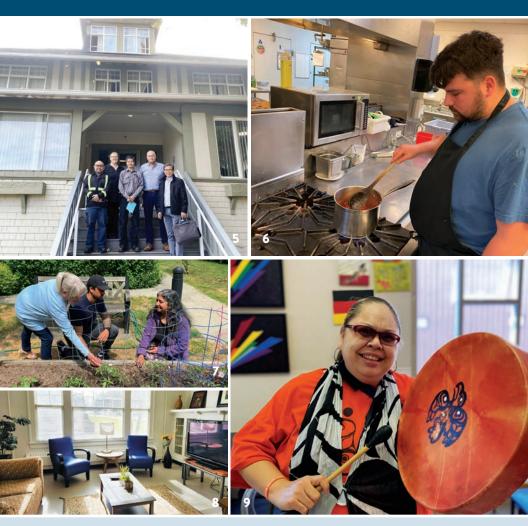
I would also like to express my sincere appreciation to all the staff at Coast Mental Health, whose passion, resilience, and ingenuity continue to drive its success. Together, with the Board of Directors, you are forging a path towards a brighter, safer, and more innovative future.





- 1. Members celebrate the 2023 Vancouver Pride Festival
- 2. Weekly music therapy sessions held at the Coast Mental Health Clubhouse
- 3. Weekly drop-in at the Coast Mental Health Resource Centre
- 4. Clubhouse members and staff celebrate Lunar New Year

AT A GLANCE



- 5. Coast Mental Health management and staff involved with reopening Highland Manor in November 2023
- 6. A participant at Culinary 101 Camp workshop for young adults
- 7. One of many gardening programs to support clients
- 8. One of nine newly-renovated cottages in our Transitional Cottage Housing Program
- 9. Coast Mental Health Clubhouse member Jade shares her drumming talents during Truth & Reconciliation Day 2023

STRIVING TO MEET AND SURPASS THE HIGHEST SAFETY STANDARDS



As with all employers in our province, Coast must meet WorkSafeBC regulations. We also meet standards set by Accreditation Canada.

In some instances, Coast is ahead of the curve—for example, in 2023/2024 we developed psychological health and safety initiatives that are not required of our organization. These initiatives make Coast stand out and are one of the reasons Chief Human Resources Officer Deborah Maynard is proud to work here.

"We have an amazing safety team that accomplishes an astounding amount of work," she says, pointing to a long list of achievements in 2023/2024. These included: expanding the OHS program to cover contractors, ergonomics and fall prevention; creating and implementing exposure control plans for airborne byproducts of hazardous substances; running three Joint Occupational Health and Safety Committees and four Safety Tables; developing a new violence risk prevention strategy; and rolling out many new training programs. The purpose of the safety team, which in 2023/2024 included two health and safety managers and a part-time assistant, is to ensure employees go home safely every day. That's a priority for Deborah.

"Our staff are on the frontlines of the opioid crisis and its repercussions," she says. "It can be traumatizing work. Some of our more street-entrenched clients have their own ways of interacting. There can be a lot of psychological violence; things like raised voices, swearing, and name calling. While staff are trained to deal with this, it can take a toll. The fact that we have plans in place means staff feel more comfortable coming to work and providing support to those who need it."

We continue to measure our impact to make improvements across the organization. In 2023/2024, we achieved 71% across all eight measures of employee engagement in Safety and Health.

Asbestos management

One of the significant safety programs developed in 2023/2024 was an asbestos management plan. All older buildings in our portfolio were assessed in order to create the plan and all staff who work in these buildings were trained in the event of exposure to asbestos. "The fact that we have plans in place means staff feel more comfortable coming to work and providing support to those who need it."

DEBORAH MAYNARD Chief HR Officer

Recovery & Reintegration Program Senior Manager Veena Reddy works at one of these sites on səmiqwə?elə (formerly known as Riverview Lands).

"Our building is very old and contains asbestos," she says. "My role is to ensure staff are educated and trained regarding asbestos management. If there's a puncture in a wall, for instance, they know the steps to take to seal it safely or if it requires immediate professional attention. My top priority is safety; doing due diligence is mandatory."



71% ACHIEVED

across all 8 measures of employee engagement in Safety and Health

PRIORITIZING CLIENT SAFETY



Safety can mean many things, whether it be your physical safety in knowing your medications are being administered correctly or your emotional safety in feeling that you can trust your support system.

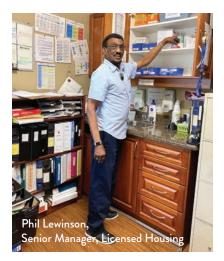
At Coast, we take safety seriously in all aspects of our work and value the trust our clients place in us to keep them safe.

Client Experience Survey

One tool we use to assess safety—among other things—is an annual Client Experience Survey. The results ensure we maintain program quality and show us where improvements can be made.

"We want to give our clients the best services possible," says Phil Lewinson, Senior Manager of Licensed Housing. "We want to get their own response, and so when they are unable to complete the surveys on their own, we get the assistance of volunteers to help. We would not want what they say to be influenced by any conversation with staff."

Phil notes that participation rates are high (87% of programs participated) because clients realize what they say matters and that there are never repercussions if they point out areas for improvement. Clients at one community home, for instance, brought up that the walkway between two buildings became slippery with rain. Coast quickly installed sundeck covers, which made the clients happy and proud to have brought it to our attention.



LifeGuardLite[™] Pilot Program

To help counter the impact of BC's toxic drug supply, Coast introduced the LifeGuardLite[™] alert system at three sites in 2023/2024: Pacific Coast Apartments, Burnham Place, and Storeys Apartments. All tenants are supplied with LifeGuardLite[™] devices, thanks to funding from Vancouver Coastal Health (VCH). The system adds a layer of safety for tenants who use substances in their homes, by alerting staff and/ or emergency services if non-responsive.

"LifeGuard keeps all the statistics and provides us with monthly reports," says Pacific Coast Apartments Supported Housing Program Manager, Emily Grant. "We know how many tenants are using the devices, and in what ways. Staff have responded to several drug poisonings thanks to the system. One tenant even used the device when they were having an asthma attack and couldn't find their inhaler. If you can save one life, it's worth it."

The pilot program is being run for a year. If the evaluation process, which is also being funded by VCH, determines the devices are effective in improving client safety, the program could continue and expand to include additional sites.



87% OF CLIENTS AGREE

that Coast Mental Health's core services contributed to their wellness

PEER SUPPORT TRAINING PROGRAM ENSURES WORKER AND CLIENT SAFETY



"It's healing to feel that your own experiences—that maybe once were overwhelming, or you personally felt a lot of shame and stigma around—can now be seen as something that qualifies you to do a job. You see value in the experience and use that to support others."

Those are the words of Betty Yan, manager of Coast's Peer Support Training Program. The program trains people with lived experience of mental illness in supporting others while earning an income. These workers provide important human connections and offer people encouragement as they find their own path forward. At the same time,

the peer support workers enjoy meaningful careers that support their own wellness.

Coast's Peer Support Training Program was offered twice in 2023/2024 fiscal, with each cohort including 10 to 12 participants. Training involves 10 weeks of classroom time covering communication skills, crisis intervention, mental health and substance use disorders, Indigenous and 2SLGBTQIA+ perspectives on health, peer support values and perspectives, and specific job skills. Participants complete a 30-hour practicum, many within Coast's own programs or with one of our partners including St. Paul's Hospital, BC Children's Hospital, and Foundry. Those interested in pursuing a career as a peer support worker can then take part in a sixmonth part-time work placement.

Braeden Codd took Coast's peer support training in 2023/2024 and started working at BC Children's Hospital on its substance use response team in February. He works three days a week, supporting one or two patients each day.

"I was hospitalized when I was 15, which is why I so badly wanted to work with youth," he says. "Peer support work is so helpful. It provides a point of reference for these youth to go, 'OK, things can change.' I remember when I was their age, I didn't think things could. I never met anyone who got to the other side."

Betty stays in touch with program graduates, taking feedback on ways to improve the program and ensuring the workers are supported. "Peer support work is so helpful. It provides a point of reference for these youth to go, 'OK, things can change."

BRAEDEN CODD Peer Support Worker

"Safety is paramount in that our peer support workers really can't do anything worthwhile unless they feel safe," she says. "They're putting themselves in very vulnerable situations by sharing their personal experiences. It's important that they are well trained and that they know there are resources and support available to them from us."



14 PEOPLE COMPLETED

training in the Peer Support Worker Program

100% GRADUATED

to work contracts within Coast Mental Health

NEW LEADERSHIP HELPS SUPPORT EMPLOYEE AND CLIENT SAFETY EFFORTS

Coast added three staff senior leadership positions in 2023/2024 and safety is integral to all of these roles.

After Chief Operating Officer Bruce Smith retired in July 2023, his role was split into two with Renay Bajkay and Sharla Drebit filling his shoes. We also welcomed Dr. Bill MacEwan on board as our first medical director.

RENAY BAJKAY Executive Director, Programs and Properties



It's a new position, but not a new face. Renay celebrated 30 years of working with Coast during this fiscal year. She started on the frontlines as a nursing supervisor in March 1994. Her career has grown with the organization, and she now oversees Coast's 55 programs and 46 properties.

"We're constantly improving the delivery of our services," says Renay. "Over the years, I've seen a real transformation within Coast regarding safety. There's a heightened consciousness of practices and protocols. It's a fundamental shift in the way we work. The welfare and protection of our workforce and our clients is our priority."

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RENAY BAJKAY Executive Director, Programs and Properties

SHARLA DREBIT

Executive Director, Strategic Business Operations and Performance



Many Coast staff work behind the scenes to support clients and staff in our programs and properties. Sharla joined us in May 2023 to oversee these operational services.

"A large part of this portfolio is analyzing data and reporting on it," she explains. "That includes providing reports to our safety and programs teams so we can better understand incidents and look at trends. Our team helps drive innovation as well as operational efficiencies. We're always looking at better ways of doing things either by introducing new technology or better processes."

Learn more about our Senior Executive Team at coastmentalhealth.com under the 'About Us' section.

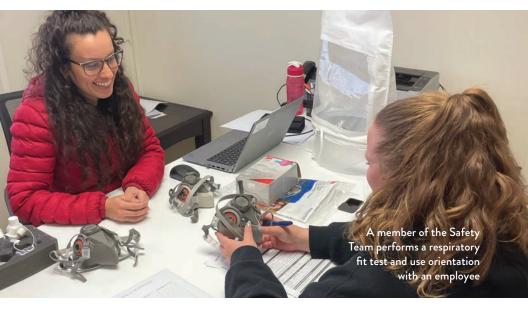
DR. BILL MACEWAN Medical Director



Dr. MacEwan has been involved with Coast for several years, primarily providing psychiatric support at our three Maple Ridge sites where many of the residents have addiction and mental health difficulties. Coast's executive team recognized that having medical insight into what kinds of programs we should develop as well as what types of tools to use would be a great asset to the organization. To that end, the position of medical director was created and Dr. MacEwan was recruited.

"I try to help the teams address some of the issues we're seeing," he says. "The staff are stickhandling a myriad of difficulties. One example is that street drugs are now mainly inhaled. Staff can walk into situations where they are afflicted. I try to offer support and opinions around how to deal with that."

SUPPORTING OUR EMPLOYEES



Recruiting and retaining staff in health-care organizations has never been more difficult. Burnout is rampant and many people still hesitate to work in frontline jobs since the pandemic.

However, Coast's Chief HR Officer Deborah Maynard has found a silver lining.

"Mental health has received a lot of media attention recently," she says, "and that's helped us as there are many people who are interested in supporting others."

Deborah also looks for ways to make Coast stand out from other health agencies, including Best Employer awards, and more recently, taking advantage of a new government program that pays people to go back to school to become mental health and addiction workers.

Annual employee engagement survey

Coast also administers an annual employee engagement survey to its over 800 full- and part-time workers to get a pulse on the workforce.

"We want to know how staff feel about things that are going on within the organization; to get their feedback on programs we might need to implement and training they might need to do," says Deborah. "It's important to hear the employee voice because they're the ones doing the work."

Health and safety training was an important organizational focus in 2023/2024 and the employee engagement survey reflected the success of these initiatives. The number of employees who strongly agreed about steps Coast takes to ensure safety went up significantly.

Coast U

Coast enhanced its learning management system, Coast U, in 2023/2024. All employees can access this online repository, which is full of training opportunities. It includes access to the Provincial Health Services Authority's LearningHub as well as training sessions developed specifically for Coast staff.

"Employee training increased by 10% during 2023/2024 compared to the previous fiscal year," says Deborah. "In any given week, topics from ethics and privacy, to the Workplace Hazardous Materials Information System (WHIMIS), to trauma-informed care, to gender diversity, to violence prevention, to handwashing, to medication management, to decolonization, to our payroll and benefits system are accessed. It runs the full scope of anything you could want to learn."

The system ensures that training is standardized and has allowed us to increase our training capacity significantly. It ensures Coast delivers consistent messaging and knowledge. It also assists with safety. PHSA developed a three-hour module on resilience in 2023/2024 that Coast employees have found helpful. There are also sessions on how to deescalate situations that are useful to people on the frontlines.





799 EMPLOYEES

at Coast Mental Health, with many front-line workers employed across our housing facilities

STRENGTHENING PHYSICAL AND EMOTIONAL SAFETY THROUGH BRAIN TRAINING



Coast's Brain Training Program continued to grow in 2023/2024 with 213 people taking part this year, up from 169 in the previous fiscal time period.

In the words of Melanie Nelson, a mental health counsellor with the program, "It's become quite popular because we are continuing to see amazing results."

Brain Training is a unique-to-Coast mix of cognitive remediation, brain exercises, and more; it is designed to help people who have experienced significant cognitive impairment improve their brain functioning. Each session combines games (traditional and online) and strategy-building activities with reallife problem-solving scenarios. These weekly workshops are designed to challenge multiple cognitive abilities in a fun and social environment.

"What sets our program aside from other agencies that are utilizing brain training is that we also include dialectical behaviour therapy, cognitive behaviour therapy, and expressive art therapy," says Melanie. "The Dialectic Behavioural Therapy (DBT) skills and the self-soothe kits we provide teach emotional regulation and distress tolerance," adds the program's social worker, Amy Bujak. "That can give people a sense of safety. They gain skills to help them through crisis situations."

"Learning the skills also creates self-awareness," says Janelle Peters, another mental health counsellor with the program. "These can make you realize if you're being triggered or help you recognize signs that you're feeling anxious in ways that could lead you to do something harmful."

"Being able to problem solve and make decisions can help you cope so you're not so vulnerable to your emotions," agrees Melanie. "Safety can also mean physical care, such as knowing you have to take your medications and that you haven't taken them twice. It can provide safety in terms of knowing the bus route you're going to take so you don't get lost."

Melanie, Amy, and Janelle work to create a sense of safety for people within each brain training session. There are set norms that everyone has to be gentle and kind, and participants know they can leave at any time without repercussions. The relationship between staff and participants is that of a partnership where everyone feels supported. This can help people feel safe, which, for so many of the participants, is something they have not known for a long time.

"The DBT skills and the selfsoothe kits ... can give people a sense of safety. They gain skills to help them through crisis situations."

AMY BUJAK Brain Training Program, Registered Social Worker

The Brain Training program is only possible thanks to the generosity of donors to Coast Mental Health Foundation. Thanks to them, we have been able to pilot and grow this innovative and impactful program.



BURNHAM PLACE MEAL PROGRAM CREATES A SAFETY NET



If it's approaching five o'clock, you'll know where to find Joe. The Burnham Place resident will be front of the line for the building's new meal program, especially if ribs are on the menu.

"The messier, the better," he chuckles. "If your shirt's still clean, you haven't really enjoyed them!"

Originally from Nanaimo, Joe ended up in Vancouver a few years ago through a series of tragic events. He spent almost a year living in a hotel room during the pandemic, safely quarantined but with few supports. He moved into Burnham Place, a Coast supported housing site, two years ago. Joe calls his new home a safe space and describes the meal program as having created a sense of community.

"I feel anchored by the kitchen and feel like it's really making this place a home," he says. He also credits the healthy meals that are served seven days a week for inspiring him and others to do more around the building.

The Burnham Place meal program was a dream several years in the making. A restaurant next to the building became vacant and Coast took it over.

"We did a big overhaul; it was in rough shape... whereas now it's stunning," says Coast's Program Manager, Supported Housing, Jonathan Loglisci, pointing to a colourful mural done by a local artist.

Before the meal program got off the ground, tenants ate prepackaged dinners that were delivered daily. That was a step up for most residents, who come from a variety of backgrounds. Most have substance use and other mental health challenges. Many were homeless before coming to Burnham Place. Now—instead of wondering where their next meal will come from—they can focus their time and energy on other aspects of their safety and well-being.

Staff at Burnham Place, along with a peer support worker and social worker, and with support and guidance from management, provide a variety of supports, resources, and guidance.

Jonathan credits a lot of the meal program's success to Chef Collin, whose innovative cooking is both nutritious and delicious. He follows the Canada Food Guide to ensure every dinner is healthy. And, he has a great rapport with the tenants. He and Joe, for instance, have ongoing discussions about the Blue Jays and the Lions.

"The meal program gives tenants stability and the reassurance of a home-cooked dinner every day," adds Jonathan. "Diet plays a major role in staying healthy. We're very lucky to have this."

"The meal program gives tenants stability and the reassurance of a home-cooked dinner every day. Diet plays a major role in staying healthy."

JONATHAN LOGLISCI Program Manager, Supported Housing

APPROX. 422,880 MEALS SERVED THROUGH 39 MEAL PROGRAMS

across Coast Mental Health facilities

2023/2024 HIGHLIGHTS OUTCOMES AND SOCIAL IMPACT



1,068 HOMES WITH SUPPORTS ACROSS 53 FACILITIES



AN ADDITIONAL 274 RENT SUBSIDIES AND SUPPORTS

assist people with more independent living options



3,303 ACTIVE CLIENTS ARE CURRENTLY SERVED

through housing, psychosocial rehabilitation and recovery, employment and education programming



177 CLIENTS / TENANTS / MEMBERS EMPLOYED

across Coast Mental Health's facilities

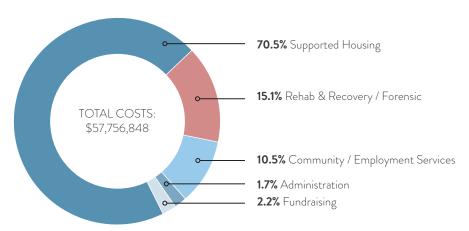


332 MEMBERS PARTICIPATED

in the Young Adults Programs

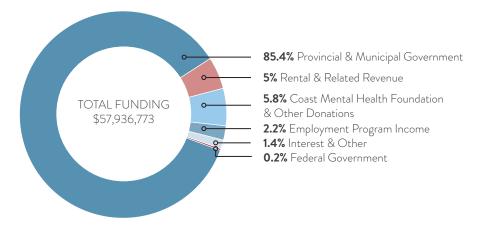
FINANCIALS-STEWARDSHIP

Coast Mental Health is committed to ensuring the effective and responsible management of resources. This work is made possible by government and other funding partners, while private philanthropy through Coast Mental Health Foundation drives the development of new or enhanced client centered recovery programs and services.



SUMMARY OF COSTS-2024

SUMMARY OF FUNDING SOURCES-2024



OUR PARTNERSHIPS

GOVERNMENT/ MUNICIPALITIES

- Health Canada
- Service Canada
- · B.C. Ministry of Health
- B.C. Ministry of Mental Health & Addictions
- · B.C. Ministry of Housing
- B.C. Ministry of Social Development & Poverty Reduction
- BC Ministry of Post-Secondary Education and Future Skills
- City of Burnaby
- · City of Coquitlam
- City of Langley
- Township of Langley
- · City of Maple Ridge
- Maple Ridge Fire & Rescue
- Ridge Meadows Royal Canadian Mounted Police
- City of Richmond
- City of Surrey
- City of Vancouver

PROVINCIAL AGENCIES

- BC Housing
- Red Fish Healing Centre
- Foundry
- Forensic Psychiatric Regional Services
- Fraser Health Authority
- Heartwood Centre for Women
- Interior Health Authority
- Northern Health Authority
- Provincial Health Services Authority
- Vancouver Coastal Health Authority

COAST MENTAL HEALTH

- Vancouver Island Health Authority
- Work BC

LOCAL BUSINESSES

- Alliance Maintenance
- Avia Employment Services
- The Cleaning Solution
- Goodbye Graffit
- HearingLife
- JOEY Restaurant, Burnaby
- Lifeguard Digital Health
- Lions Gate Risk Management Group
- · Paladin Security
- Starbucks Coffee Company, Surrey
- Wilson Pharmacy

BUSINESS IMPROVEMENT ASSOCIATIONS

- Cambie Village
- · City of Vancouver
- Chinatown
- Collingwood
- Commercial Drive
- Downtown Vancouver
- Dunbar Village
- Fraser Street
- Gastown
- Hastings Crossing
- Kerrisdale
- Kitsilano 4th Avenue
- Marpole
- Maple Ridge
- Point Grey Village
- Robson
- South Granville
- Strathcona
- Victoria Drive
- West Broadway
- Yaletown

ACADEMIC INSTITUTIONS

- Douglas College
- McGill University
- Rhodes Wellness College
- Simon Fraser University
- Sprott Shaw Community College
- · University of British Columbia
- University of Victoria
- Vancouver Career College
- Vancouver Community College

NOT-FOR-PROFITS AND COMMUNITY GROUPS

- Atira Women's Society
- · Affordable Housing Societies
- BC Women's Hospital
- Canadian Mental Health Association
- Easter Seals BC/Yukon
- Foundry BC
- · Foundry Vancouver-Granville
- Fraser River Indigenous Society
 - Friends in Need Food Bank
- Gordon Neighbourhood House
- HAVE Culinary Training Society
- Heritage Housing Co-op
- Jewish Federation of Greater Vancouver – Yaffa Housing Society
- Katzie First Nation
- Little Mountain Neighbourhood House
- Levellers' Housing Co-operative
- McLaren Housing Society of British Columbia
- Mole Hill Community Housing Society
- New View Society
 Clubhouse
- NightShift Street Ministries
- Open Door Group Thrive Leisure & Recreation Services
- Options Community Services

 New Frontier Clubhouse

RainCity Housing and Support

Sanford Housing Society

Share Family & Community

St. George's Place Society

Anglican Church

Meadows Ministries

Tikva Housing Society

S.U.C.C.E.S.S

St. Margaret's Cedar Cottage

The Salvation Army - Ridge

Turning Point Recovery Society

Pathways ClubhouseProvidence Health Care

Society

Services

YWCĂ

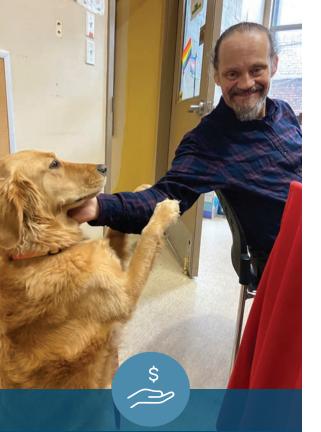
Hey, Coast members! Help us make improvements to your Coast community



Join the Planning and Partnership Committee

Learn more by contacting a staff member or email planning_partnership@coastmentalhealth.com





You can make a difference in the lives of people living with mental illness today by making a gift to Coast Mental Health.

coastmentalhealth.com/donate

CRISIS RESOURCES

If you or someone you know is having a mental health or substance use crisis, call 911 or go to your local hospital emergency room, or call the Crisis Line at 310-6789 (no area code needed).

If you cannot see a way out, call or text the Suicide Crisis Helpline NOW.

New Suicide Crisis Helpline: Call or text 9-8-8

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