

2023

IMPACT REPORT



shalem

Mental Health Network

Restoring Hope.

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Dear friends,

In the field of mental health, celebrations are essential. As we lament the pain and loss of mental illness, we strive to find the moments of hope that give us something to grasp onto – something to give us a glimpse into the healing to come. As we reflect back on 2023, we are **filled with gratitude** for the many ways God has provided for Shalem – there is much to celebrate. 2023 marked Shalem's 60th anniversary – six decades of striving to offer care and hope to the Hamilton community and to organizations across Canada. We are so grateful for the collective effort and unwavering **support from our community** that has propelled Shalem forward. It is with great pleasure that we share with you the impact **achieved together** and the journey that lies ahead.

With our deep thanks,

Karen Cornies
Board Chair

Jennifer Bowen
Executive Director

OUR VISION

We envision people, organizations, and communities **flourishing** through the restoration of hope.



OUR MISSION

We **restore hope** in the lives of people, organizations, and communities through our professional counselling, restorative practices, education, and community programs enabling all to flourish.



OUR VALUES

Motivated by the compassionate love of God we embrace:

Hope – Journeying through present challenges to welcome the promise of restoration.

Inclusion – Creating communities of acceptance which honours God's image within every life.

Relationships – Nurturing healthy connections is foundational to sustaining mental wellbeing.

Partnerships – Building professional and organizational networks so we amplify our collective impact in the world.

Professionalism – Committing ourselves to professional ethics, best practices, learning, and creative innovation.

Stewardship – Thanking God for the opportunity to serve through our practices of accountability and transparency.



We gathered to celebrate our 60th anniversary last June. Meeting at the Gage Park's greenhouse, it was a warm meeting! The room's vibrancy and warmth was only matched by the warmth of the stories we gathered to hear of **Shalem's long impact**, as well as our vision for years to come. A massive thank you to all of you that joined us to make the celebration **so meaningful**.

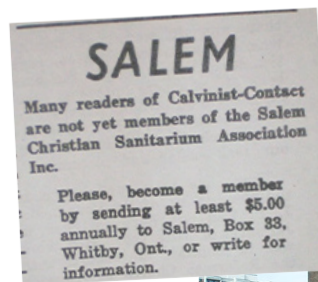
Last year marked another major milestone for Shalem – in 2023, Shalem Mental Health Network worked towards the **amalgamation** with its partner, the Shalem Mental Health Foundation, which took effect this January. With the goal of healthy stewardship of both people and funds, it was a process characterized by **tremendous care and cooperation** from both boards and informed by many of Shalem's community's wisest voices. We extend our heartfelt thanks to the Foundation board for its steadfast **support and dedication** over its tenure, which has been instrumental in stewarding Shalem's financial stability over the years.



60th Anniversary Celebration at Gage Park Greenhouse, June 1 2023



of Restoring Hope



Our office home at 1 Young St, Hamilton until 2017



The chairman of the building committee, Mr. John Van Staalduinen (left) with the secretary-treasurer, Rev. J. VanHarmelen.



Our current home at 875 Main St E, Hamilton

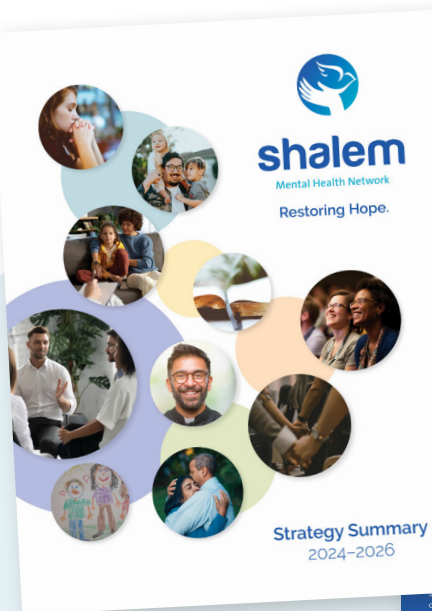
2023 also included some major projects - and progress! We created our new Strategic Plan, which will carry Shalem through to 2026. It is a testament to our team's **commitment to innovation and sustainability**, charting a course for Shalem's future. It brings to life our dream of **sharing Shalem's programs broadly across Canada**, as well as enriching our hands-on programs in the Hamilton community. Other significant projects included a **website refresh**, designed to help people to connect with services quickly, as well as a **comprehensive compensation survey**, which reviewed mental health positions in Ontario, helping us to offer competitive wages within our challenging employment market. We want to be a great employer.

With a mind to healthy governance, last year also included hard work at the board level **to ensure readiness** for the Ontario Not-for-Profit Corporations Act (ONCA) taking effect later this year. We are pleased to present both these changes and our **Strategic Plan** at our Annual Meeting.



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Mental Health Foundation

In January 2024, we finalized the amalgamation of Shalem Mental Health Foundation with Shalem Mental Health Network



Editorial Note

Informed from the shadows of a pandemic and waded through rocky waters of economic uncertainty, it's clear that the road ahead requires more than just survival. It demands a renaissance of our foundational values - a blend of sustainability that doesn't just aim for profit but for a renaissance of life across the spectrum of our work.

In this social moment, our strategy is about bouncing back, bouncing forward it's about thriving. It's about thriving through individuals, churches, schools, and more. Don't just survive. Thrive. By reinvigorating the professional counselling, education, and support programs into the fabric of our society. This isn't merely a strategy; it's about restoration. It's about flourishing in our spirit.

Where you come in, it's your journey. It's a journey. We need your time, for it is the currency of change. And yes, we need your financial support. For it is the fuel that drives our mission forward.

Janet Bowen
Executive Director

Strategy Overview

A strategy, through the process of discernment, aligns an organization's human and financial resources as it fulfills its vision, mission and values within a current context.

During 2023, Shalem analyzed its external environment and assessed its internal performance. Together the Senior Leadership Team and Board of Directors reviewed the reports and commit the organization to pursue four aims by the end of 2026.

Aim 1
Grow Shalem into a national network to advance faith-based mental well-being.

Aim 2
Increase Shalem's capacity to serve individuals, families and organizations.

Aim 3
Craft a mental wellbeing plan within the Hamilton Region.

Aim 4
Nurture mental wellbeing within our staff, board, volunteers and partners.

Recommendations and Rationale

Aim 1: Grow Shalem into a national network to advance faith-based mental well-being.

Recommendation 1A: Create an organizational wellbeing program for churches, schools, non-profits to access and engage with Shalem's full range of programs and services.

Recommendation 1B: Develop a national partnership plan with other faith-based mental health and wellbeing providers to increase missional impact.

Recommendation 1C: Build a pathway to Shalem accreditation for local service providers to deliver client, counselling and other services for the Organizational Wellbeing program.

KEY PERFORMANCE INDICATORS
By the end of 2026 we will partner with:
• 3 national organizations
• 200 of service providers
to increase the wellbeing of individuals, churches and organizations.

Aim 2: Increase Shalem's capacity to serve individuals, families and organizations.

Recommendation 2A: Review the current financial model to monitor the balance between revenue generation and the organization's expenditure to ensure a pathway for long-term financial sustainability.

Recommendation 2B: Develop a comprehensive communication plan to support new program and fundraising initiatives both locally and across Canada.

Recommendation 2C: Create a comprehensive long-term resource development plan for all revenue streams (investments, fundraising, client services, service delivery, grants, etc.) along with good performance measurements.

KEY PERFORMANCE INDICATORS
By the end of 2026 we will journey with:
• 5,000 individuals
• \$1,000 counselling sessions
• 200 individuals in restorative practice
• 100 churches
• 20 schools and organizations
to increase their wellbeing.

Aim 3: Craft mental wellbeing plan within the Hamilton Region.

Recommendation 3A: Produce a Hamilton-based community wellbeing plan which services local clients with counselling and programs.

KEY PERFORMANCE INDICATORS
By the end of 2026 we will create, implement and monitor a Hamilton-based community wellbeing plan.

Aim 4: Nurture mental wellbeing within our staff, board, volunteers and partners.

Recommendation 4A: Develop a Shalem plan which models organizational wellbeing with our staff, board, volunteers and partners.

KEY PERFORMANCE INDICATORS
By the end of 2026 we will create, implement and monitor a wellbeing plan for Shalem.

Program Activity

Alongside healthy governance, staff have been busy with our mission. In 2023, we provided **mental health care to 3,792 individuals** across Canada! You'll see numbers in this impact report, laying out a picture of how of our programs served our community. Notably, **Recreate celebrated its 20th anniversary** in 2023 – over its long tenure in downtown Hamilton, it has served roughly 2,500 youth – an incredible number of lives impacted. This program gives essential support, connection and voice to struggling youth whose voices are often not acknowledged or celebrated. And celebrate we did! Our August anniversary BBQ brought together past and present youth and volunteers, reflecting Recreate's **dynamic and vibrant community**.

3,792

PEOPLE SERVED BY SHALEM PROGRAMS

5,962

COUNSELLING SESSIONS

193

YOUTH ATTENDING RECREATE STUDIO

12,765

HOUSEHOLDS ELIGIBLE FOR THE CAP PROGRAM

58

CLERGYCARE CLIENTS

251

RESTORATIVE PRACTICE PARTICIPANTS

I really appreciate (over the years I have been responsible for this in our church) how the administrative issues of CAP have been taken care of by Shalem. Sometimes administration seems secondary to the direct help of individuals, but that has and is not the case for CAP - a gift for all.

Roelof (Rudy) Eikelboom, Chair of Council, Waterloo CRC

Act Five has been grateful to partner with Shalem over the years through its CAP program for our staff and students. Added to this, we went through a 2-part Restorative Practice training session with Shalem for our staff community this past year. Committing to this was a way to make excellent what we claim to hold as a core value at Act Five, and the framework and training provided by Shalem in this has offered us language, tools and a deeper vision for the kind of community we seek to lead others into. We find ourselves implementing this everywhere from our classes to program design to conflict transformation to how we operate as a staff and board. What an incredible gift. We cannot wait to engage further in this area with Shalem down the road.

Jon Berends, Executive Director, Act Five

Over the course of our work together, the Shalem team has demonstrated a deep intentionality to create an inclusive and culturally sensitive space in their therapeutic practice as well as in their organizational culture. Dorothy Pang, Interim Director, Tyndalvenue to do so) of expanding their understanding of diverse cultural backgrounds, fostering an environment where individuals from all walks of life feel seen, heard and understood. They have engaged in continuous self-reflection, embraced humble openness and translated their learnings into a therapeutic process that bridges cultural barriers. They have added intercultural competency into their therapeutic toolkit, engaging more nuanced and tailored insights that better serve each client and their unique cultural background and experiences.

Dorothy Pang, Interim Director, Tyndale Intercultural Ministries Centre

Art lets me turn my brain off. I don't know what it is, but when I'm making art I just feel so peaceful.

A Recreate Participant



Restoring Hope.



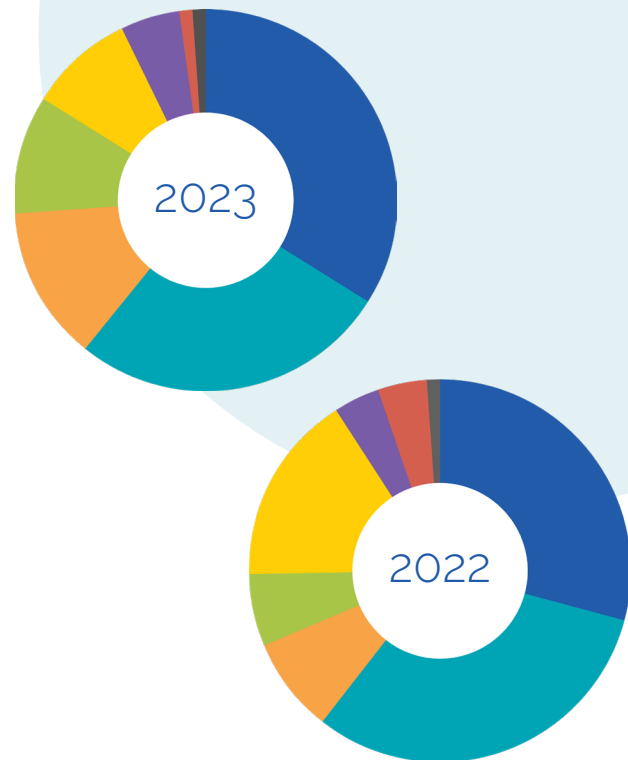
Shalem Mental Health Network

SIMPLIFIED STATEMENT OF REVENUE AND EXPENSES

For the Year Ending December 31	2023	2022
INCOME		
Donations	\$ 69,314	\$ 193,338
Grants and Gifts from Other Charities	516,095	321,560
Counselling Services	485,853	502,460
Program Income	743,897	756,363
Other	9,647	98,827
	\$ 1,824,806	\$ 1,872,548
EXPENSES		
Advertising and Promotion	\$ 18,342	\$ 13,792
Program/General Expenses	148,028	230,379
Administrative	157,652	175,933
Contract Services	439,259	427,737
Salaries, Wages and Benefits	1,044,836	1,049,318
	\$ 1,808,117	\$ 1,897,159
Excess (Deficiency)	\$ 16,689	\$ (24,611)

Full audited financial statements available on request.

INCOME SOURCES	2023	2022
CAP	34% ↑	29%
Counselling Clinic	27% ↓	31%
Grants	13% ↑	8%
Foundation	10% ↑	6%
Donations	9% ↓	16%
WrapAround	5% ↑	4%
Restorative Practice	1% ↓	4%
Other	1%	1%



Our achievements in 2023 would not have been possible without the support of key players in our community.

First, we want to thank **our incredible staff**. Our team poured themselves into their roles this past year, delivering excellent care at each point of contact, be it greeting a new client on their very first call for help or warmly hosting a circle of people caught in the middle of painful conflict. Last year, our team deepened their understanding of service again with Tyndale's Intercultural Ministries team, learning more about cultural harms and creating places of belonging. Despite how challenging our field continues to be, we remain steadfast in our commitment to serve our community with creativity, passion, and excellence, bringing hope into the spaces of painful mental health and conflict.

We also offer our sincere thanks to **our community partners, board members, students and volunteers** who have poured themselves into their work and navigated the challenges of last year with excellence. We continue to be so moved by the wonderfully collaborative and supportive culture that characterizes our work together and the quality of people who choose to serve at Shalem. Thank you for all you've contributed to us this year!

Lastly, we want to thank **our supporters**. Each word of encouragement, gesture of kindness, and financial gift is so meaningful to our team and communicates that our work is needed. Truly - you inspire us to keep going, pushing us forward in the mission God has put before us—to bring hope to the individuals, families, couples, churches, schools, and non-profits facing mental and relational challenges. Let's build the next story of hope to celebrate!

THANK YOU!



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Mental Health Network

Shalem Mental Health Network

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