

2022-2023

# ACTIVITY REPORT

LISTENING SINCE 1971



**Tel-Aide**   
MONTRÉAL



## **Tel-Aide Montréal**

CP 97557 CSP Wellington  
Verdun (Quebec) H4G 3M6

Listening Service: 514 935-1101

Administration: 514 935-1105

Email: [info@telaide.org](mailto:info@telaide.org)

Website: <https://telaidemontreal.org>

**Charity number at the Canada  
Revenue Agency**

105164800 RR0001

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# MESSAGE FROM THE PRESIDENT OF THE BOARD

The year 2022 was certainly marked by renewal, while not losing sight of our mandate to ensure the continuity of Tel-Aide Montréal and its mission for our callers. The arrival of our new Executive Director, Francine Courtois, has breathed new life into Tel-Aide Montréal in every area of its operations.

We have drawn up an ambitious strategic plan to consolidate our position as the benchmark in active listening. We also revised our values and developed governance policies.

One of the highlights of the year was the celebration of Tel-Aide Montréal's 50th anniversary, when we honoured our volunteers at a prestigious gala. The evening was an opportunity for us to demonstrate our gratitude to them: this gala will certainly go down in Tel-Aide Montréal's history. We also welcomed Julie Bélanger, television host and new spokesperson for Tel-Aide Montréal. Julie Bélanger, a woman of heart with a sincere belief in the cause, wants to shine the spotlight on Tel-Aide Montréal. We're very honoured by her presence and support.

In 2022, high media visibility was needed to meet the growing needs of our callers. We're pleased with the initial results. A greater number of volunteers from both English- and French-speaking communities have shown an interest in becoming a Tel-Aide Montreal listener.

In addition, the short film "Les bienveillants" by director Sarah Baril Gaudet continues to raise the profile of our organization. This short documentary immerses itself in the world of Tel-Aide Montréal by following a group of future volunteers as they learn the art of active listening and reminds us of the importance of vigilant ears in our lonely society. Screened in Montreal and then in The New York Times, this documentary won several awards and travelled to several festivals in North America and Europe. Tel-Aide Montreal is very proud of this achievement, and we're thrilled with the success of this film, which recognizes the essential nature our services.

Renewal in 2022 has also meant a move to new premises in Verdun. Designed with our volunteers and employees in mind, the new office space is designed to encourage active listening, exchanges between volunteers and participative management. Goal achieved! Volunteers and employees are delighted to be working at Tel-Aide Montréal in this new environment!

Finally, our Phonothon was a real success, with a record of \$98,178 raised thanks to your generosity, dear volunteers, donors, and partners! I'd also like to extend a special thanks to Julie Bélanger, who reached out to her network!

Of course, all these efforts in 2022-2023 would be in vain without the unwavering support of Tel-Aide Montréal employees, and the unwavering commitment of our volunteers, government bodies, foundations, partners, as well as our individual and corporate donors. To all of you who make a difference in the lives of our callers, from the bottom of my heart on behalf of myself and the Board of Directors: a big thank you!

**France Wagner**

PRESIDENT





# MESSAGE FROM THE EXECUTIVE MANAGEMENT

I wanted to share with you a few reflections on the months that have passed since my official arrival as Executive Director last August. I fell in love with Tel-Aide Montréal at first sight, which is what led me to sit on its Board of Directors in June 2021 and then to accept the interim position in June 2022. In the past year, which I would describe as quite exceptional, I have had the good fortune and privilege of working with an extraordinary team, whose hard work and exceptional dedication I would like to acknowledge.

Together, we have made great strides and achieved significant milestones for our organization. A communications and advertising plan, strategic planning, a new organizational structure, a move, the Tel-ACTION project, collaboration with other organizations and so on... I'm sincerely proud of every member of our small team of employees and our large family of volunteers who contributed to these successes.

Your unwavering commitment to our mission and your passion for providing a quality listening service have been invaluable.

As I look back over the years, I see that our organization has made remarkable progress. Thanks to our collective efforts, and to our valued partners and donors, who have supported our mission and contributed to our growth, Tel-Aide Montréal is taking steps to ensure the sustainability of its vital listening service.

I'm extremely grateful to be part of this wonderful adventure with Tel-Aide Montréal. We have made a real difference in the lives of many people. I look forward to continuing our work, taking on new challenges and continuing to make a positive impact in our community.

Thank you to each one of you for your exceptional commitment and dedication. Together, by acting with heart and courage, we can continue to contribute to the mental well-being of thousands of people.

**Francine Courtois**

EXECUTIVE DIRECTOR



## SERVICE TO THE PUBLIC

**13,623**  
VOLUNTEER HOURS

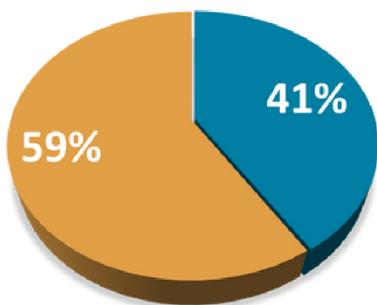


## THANKS TO OUR

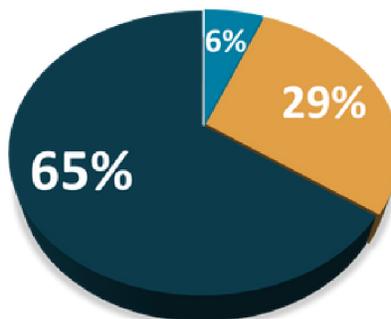
**167**  
VOLUNTEERS



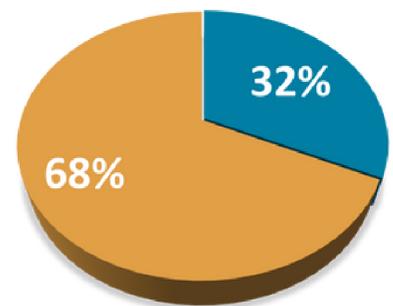
### PROFILE OF TEL-AIDE MONTRÉAL CALLERS



■ Women ■ Men



■ 51 years and over  
■ 31 to 50 years  
■ 30 years and under



■ French ■ English



# WHY CALL TEL-AIDE MONTRÉAL?

## MAIN CALL SUBJECTS



- Loneliness – isolation
- Depression - anguish - anxiety
- Strained relationships

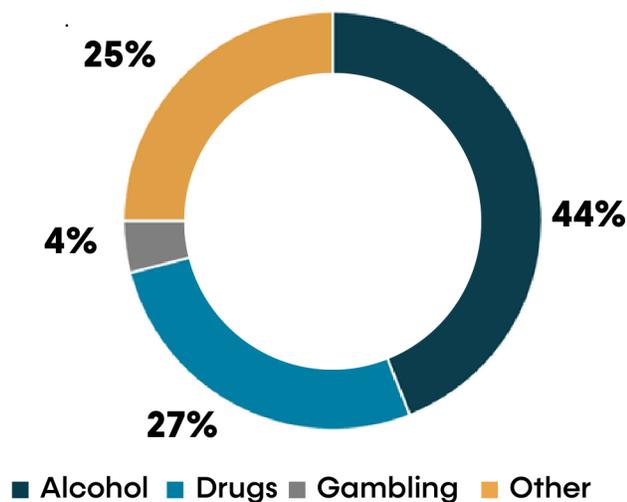
## SECONDARY SUBJECTS



- Mental health
- Poverty
- Violence

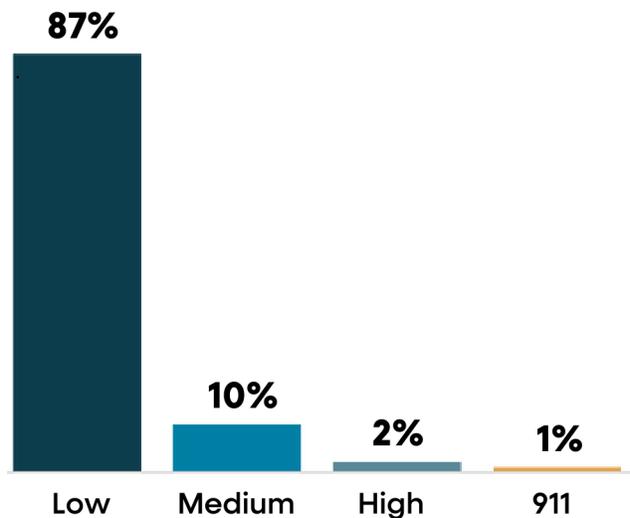
## ADDICTION

3% of callers have one or more addiction problems, mainly to drugs or alcohol.



## SUICIDE RISK

The same percentage, 3% of callers, mentioned the thought of ending their days.



# BOARD OF DIRECTORS

- **France Wagner**  
President - volunteer listening member
- **Michel Carney**  
Vice-President – volunteer member
- **Jean Picard**  
Treasurer – volunteer member
- **Jean-Marie Desroches**  
Secretary - volunteer listening member
- **Francine Courtois**  
Director - volunteer member from June 2021 to July 2022
- **Marie Deslauriers**  
Director - volunteer listening member until August 18, 2022
- **Monic Fournier**  
Director - volunteer listening member
- **Laurie Gamberg**  
Director - volunteer listening member
- **Ania Szpakowski**  
Director - volunteer listening member
- **Benoît Lamontagne**  
Director - volunteer listening member since August 18, 2022



# MANAGEMENT TEAM AND COLLABORATORS

## ADMINISTRATION

- **Francine Courtois**  
Executive Director since June 2022
- **Melissa Johnson**  
Volunteer Coordinator
- **Brigitte Chrétien**  
Administration Assistant until February 21, 2023
- **Hasna Wakrim**  
Information Technician
- **Josée Pelletier**  
Training Coordinator

## COLLABORATORS

### VOLUNTEERS

- **Francine Ruel-Héroux**  
Volunteer Technology Advisor
- **Mounir Tadlaoui**  
Technical Support Volunteer

### CONSULTANTS

- **Jérémie Aubut**  
Photographer, Videographer, and Video Editor
- **Marc-Antoine Audette**  
Communications and Public Relations  
Consultant
- **Sylvie Bédard**  
Web Marketing Specialist
- **Fannie Blaney**  
Graphic Designer
- **Lucie Caillère**  
Team Synergy Coach and Strategic  
Consultant in NPO Management
- **Jennifer Mc Mahon**  
Marketing Communications Consultant





**YEAR IN  
REVIEW  
2022-2023**

## 50TH ANNIVERSARY GALA AND NEW TEL-AIDE MONTRÉAL SPOKESPERSON



On June 4, 2022, Tel-Aide Montréal celebrated 50 years of listening and volunteering at a gala event. The gala's goal was to recognize our volunteers and make it a historic moment. We wanted to thank our volunteers and pay tribute to them at the same time.

The evening was hosted by Janette Bertrand and Julie Bélanger, two artists who generously support mental well-being. Ms. Bertrand was present via video, including a word of thanks, and passed the torch on to Julie Bélanger.

Several distinguished guests took part in the event, including Premier François Legault, who addressed a video message to the audience.

Chantal Rouleau, Minister responsible for the Metropolis and the Montreal region and Minister for Transport, was present. At the municipal level, the Mayor of Montreal, Valérie Plante, addressed us via video, and Marie Plourde, Councillor for the Plateau-Mont-Royal borough, attended the event on behalf of the mayor. The presence of these important personalities certainly added a touch of prestige to the evening.

And of course, TV and radio host Julie Bélanger, the new spokesperson for Tel-Aide Montréal, was among us.

The evening included a short film entitled "Les bienveillants", followed by a video featuring our generous volunteers, a musical performance, and a testimonial by Florence K.

## RELOCATION OF TEL-AIDE MONTRÉAL

In September 2022, Tel-Aide Montréal moved into new premises in Verdun. The new space offers a safer, more welcoming and stimulating environment for community life, our volunteers, and employees. Our new premises include seven open-plan office spaces, a bright dining area, three listening offices, a support room, and a training room. Although we have yet to finalize certain features, we are convinced that our new premises will meet the needs of our team.

The feedback we've received from our volunteers, both informally and formally in a survey, has been generally positive, and we're delighted that they feel comfortable in their new surroundings. We are confident that this new space will help strengthen our ability to provide quality services to the people of Montreal.





# THE PHONOTHON





The Phonathon, a major day of effort as part of Tel-Aide Montréal's annual fundraising campaign, was held on November 20, 2022, and we had set an ambitious goal of \$95,000. Thanks to the hard work and collaboration of our volunteers and partners, we were able to surpass this goal, raising \$98,178.

We would like to express our deepest gratitude to our volunteers, who greatly contributed to this success, and to all the generous donors who answered the call.

In particular, we'd like to thank Julie Bélanger, who was on hand for the day's launch and gave us great visibility on social networks.

We would also like to thank Chantal Rouleau, MNA for Pointe-aux-Trembles, Minister responsible for Social Solidarity and Community Action, and Karine Boivin Roy, MNA for Anjou-Louis-Riel, Government Assistant to the Minister of Employment and Government Assistant to the Minister responsible for the Metropolis, for their visit to Tel-Aide Montréal on this special fundraising day. Thanks to the commitment of all participants and their contribution to our cause, we were able to raise significant funds to support our mission.

#### **A LOGO FOR THE EVENT**

A logo using the colours and font of the Tel-Aide Montréal logo was developed in the fall to enhance the event's image for promotion on social networks:



# THE TEL-ACTION PROJECT

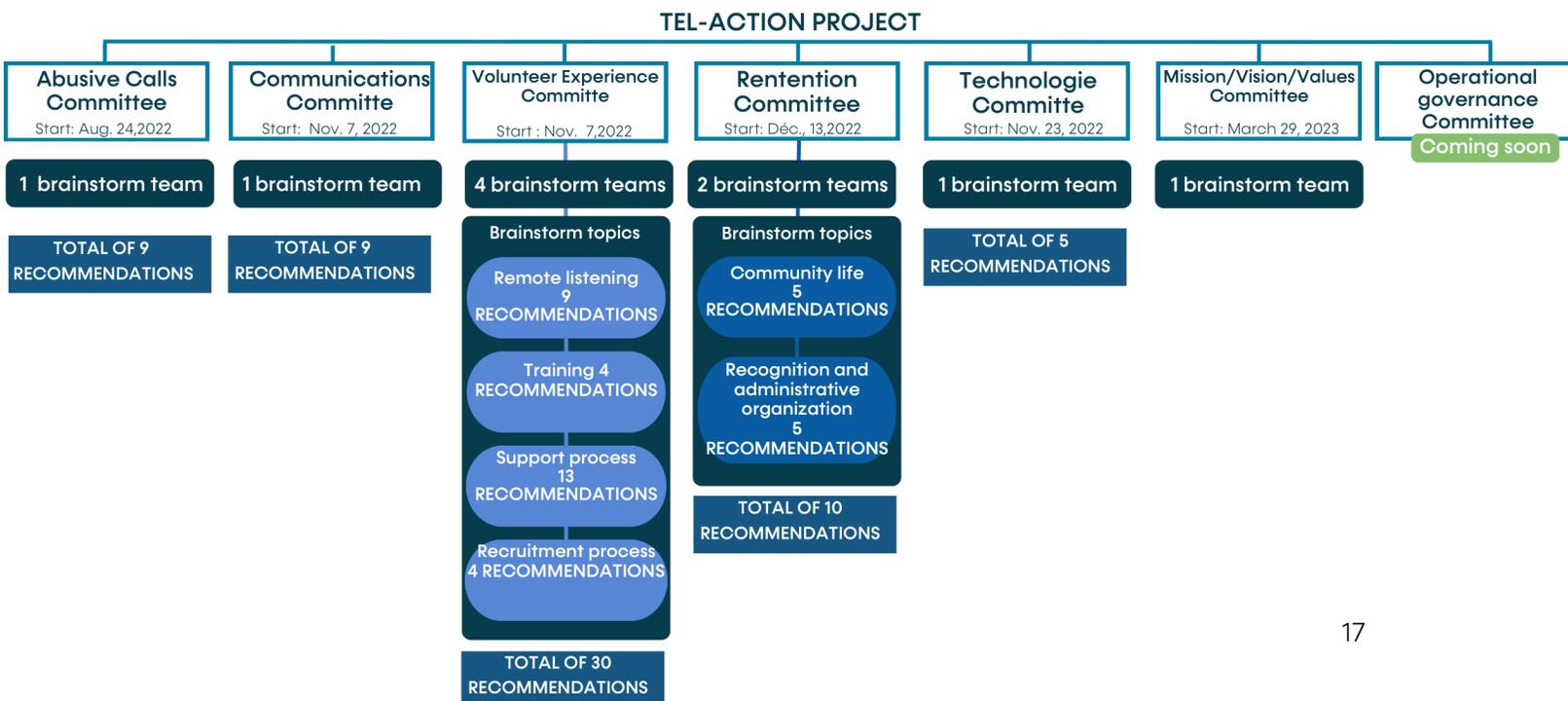
Since September 2022, the management of Tel-Aide Montréal has been calling on its community of volunteers to support the implementation of a major project: the Tel-ACTION project.

The aim of this project is to ensure the long-term sustainability of the organization, and to achieve this we have created tripartite committees and sub-committees, made up of employees, volunteers and external experts. These teams have the opportunity to reflect on key issues and suggest improvements for the future of Tel-Aide Montréal. The aim of this project is to involve volunteers in shaping a vision for Tel-Aide Montréal by sharing their experience and suggesting ideas for improvement. An 18- to 24-month project plan has been presented to improve and enhance Tel-Aide Montréal's key processes, including recruitment and interviewing; training and coaching; and volunteer retention.

To date, the Tel-ACTION project counts:

- Over 170 ideas for improvement
- 11 committees and sub-committees
- More than 40 brainstorming sessions
- Over 60 accepted recommendations for improvement

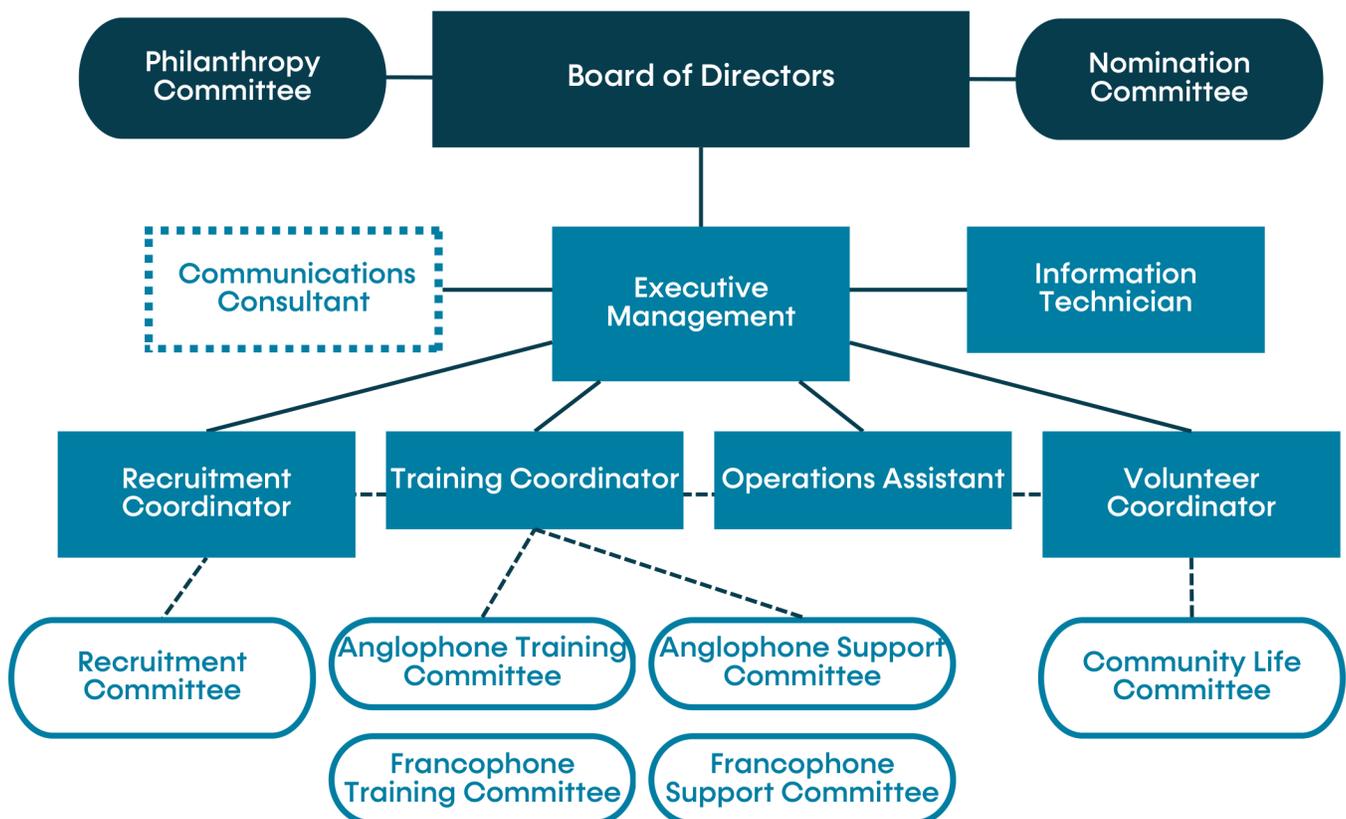
Here is an overview of the teams and sub-teams, as well as the number of recommendations presented by the committees.



# NEW ORGANIZATIONAL STRUCTURE

In line with the strategic plan, a new organizational structure was adopted to strengthen Tel-Aide Montréal's key processes of recruiting, training, and retaining volunteers. By optimizing its structure and operations, Tel-Aide Montréal has given itself the means to achieve the goals it has set for itself, and to sustain its ability to provide essential support to those in need. Thanks to this new structure, the organization will be better equipped to meet the demand for its services.

## ORGANIZATIONAL CHART



# STRATEGIC PLANNING

Tel-Aide Montréal's Board of Directors is proud to have completed its strategic reflection in January 2023, and to have submitted and approved a three-year strategic and tactical plan, beginning in 2023.

Following the completion of this plan, we believe that Tel-Aide Montréal will be able to confirm its positioning as the reference in supporting mental well-being through active listening. Tel-Aide Montréal's governance will regularly monitor the achievement of strategic objectives and indicators to evaluate the progress of activities and actions.

It remains essential that all members of the organization be mobilized and involved in the realization of the strategic plan to maintain the relevance and credibility of Tel-Aide Montréal and ensure its success.

## STRATEGIC ORIENTATIONS



# STRATEGIC PLANNING

## THE FOUR AXES

Each of the strategic orientations will be achieved through the axes and actions that fall within them. The strategic plan is made up of four strategic orientations, from which are derived 11 strategic axes and 42 actions or projects.

Here's an overview:

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### **01. Offer services adapted to the needs of the population**

Four axes:

1. Increasing our ability to reach English-speaking individuals: 5 actions
2. Increasing visibility in the French-speaking community: 3 actions
3. Ensuring annual operations: 2 actions
4. Developing new services: 1 action

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### **02. Strengthen governance and administrative structure**

Four axes:

1. Boosting community life: 4 actions
2. Improving the digital shift: 4 actions
3. Improving human resources management: 4 actions
4. Improving governance rules: 7 actions

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### **03. Ensuring financial sustainability**

Two axes:

1. Creating a financing structure: 5 actions
2. Developing new financial partnerships: 3 actions

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### **04. Promoting Tel-Aide Montréal's expertise**

One axis:

1. Developing partnerships and recognition in the community:  
4 actions

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# STRATEGIC PLANNING

## DEFINING TEL-AIDE MONTRÉAL'S VALUES

Tel-Aide Montréal promotes the following values in the code of conduct of all employees and volunteers who have chosen to work for the organization.



### COMMITMENT, A CENTRAL VALUE

The commitment of the Board of Directors, Executive Management, staff and volunteers is the cornerstone of Tel-Aide Montreal's mission to promote the mental well-being and alleviate the difficulties of callers. To this end, each and every one of us pledges to abide by our policies, as well as by our high ethical and listening standards.



### MUTUAL SUPPORT AND TEAM SPIRIT

The listening service requires a team spirit and constant support from management, staff and volunteers in accomplishing the mission. Together, strengthened by our empathy for callers and the professionalism of each of us, we must become one and take the same path to serve callers well.



### RESPECT

Respect for callers and for the people who work or volunteer at Tel-Aide Montréal must be demonstrated in our behaviour, communications, discussions, and interrelationships. This respect ensures that people feel empowered by their involvement in the organization and can develop their full potential.



### LOYALTY

The loyalty of directors, management, employees and volunteer members must focus on Tel-Aide Montréal as a whole, its long-term survival and the achievement of its objectives. Thus, loyalty to the organization transcends individual interests and those of groups formed to operationalize the mission.



### INCLUSION

Tel-Aide Montréal promotes an inclusive, discrimination-free work environment as an important part of its organizational culture. Directors and management are committed to treating callers, employees, and volunteers fairly so that Tel-Aide Montréal can contribute to the performance and delivery of its services.

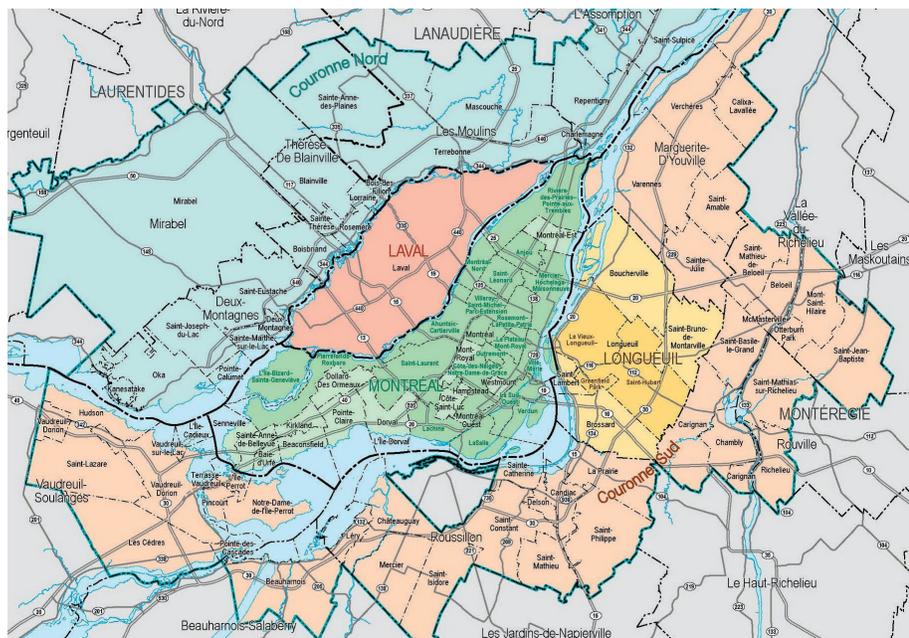
# ACCESSIBILITY

For many years, Tel-Aide Montréal has offered a listening service available 24 hours a day, seven days a week, for the entire population of Montréal (administrative region 06).

Unfortunately, the pandemic has had a direct impact on the availability of volunteers, particularly during the night (between 11 p.m. and 7 a.m.).

Despite significant recruitment efforts and following another year without volunteer availability for night coverage, we made the decision to announce the end of night service until further notice. While this has been a difficult decision, we believe it is the best option to guarantee the quality and integrity of our listening service.

Tel-Aide Montréal will eventually develop an action plan to find ways of restoring night service to meet the needs of the community. It's important to note that while our services are aimed at the Greater Montreal population, we certainly do occasionally receive calls from people outside the region. Due to the confidential and anonymous nature of our approach, we are unable to accurately quantify the proportion of these calls. However, we are happy to offer our support to anyone in need.



Source : Montreal Metropolitan Area

# INTERNAL COMMUNICATIONS

A communications and e-mail use policy was initiated, and a Code of Conduct on the Internet and social media was approved by the Board. The Code of Conduct is intended for Tel-Aide Montréal employees, volunteers, and collaborators, to ensure sound and respectful management of digital platforms.



## INFORMATION TECHNOLOGIES

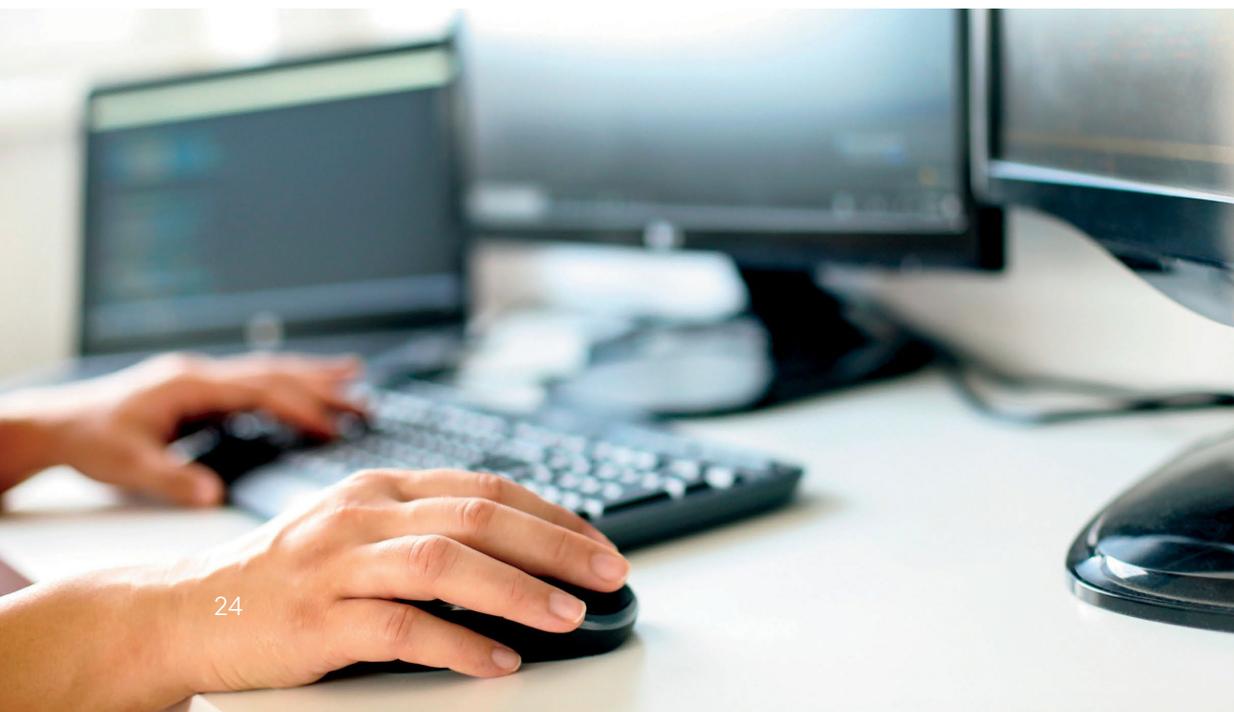
One of the roles of information technology at Tel-Aide Montréal is to support our listening volunteers, especially those who wish to listen from home. Each of these volunteers is equipped with a different computer environment, and verification of this environment is essential to ensure that they can listen effectively remotely. What's more, we also have to resolve any technical problems that may arise over the course of the year. To better respond to these situations, we are developing a technical support model that will enable us to support them during all listening hours.

Tel-Aide Montreal's move had to be planned and executed to minimize downtime for the on-site listening stations. We took the opportunity to install a new telephone system. In addition, we equipped the training room to enable on-site training sessions as well as all meetings to be held in person or by videoconference.

As in previous years, IT was on hand to support the Phonothon and its volunteers. In addition, IT supported the 50th anniversary team and the implementation of the communications strategy via Google Ads and a business Facebook account.

IT also began work on reviewing administrative processes to make better use of existing tools, and select new ones if necessary.

IT is also part of the Tel-ACTION project.



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## FINANCIAL PARTNERS

Tel-Aide Montréal is very fortunate to be able to count on the financial support of numerous partners/donors. Government subsidies are our main source of funding, ensuring the annual stability we need to continue offering our services with the same zeal, consistency, and renewed motivation. This trust is essential to ensure the continuity of our organization, even after 52 years of listening to the Greater Montreal community.

### SUBVENTIONS

We receive essential operating funding from the CIUSSS du Centre-Sud-de-l'Île-de-Montréal's PSOC program.

We also received a generous grant from the Minister responsible for relations with English-speaking Quebecers for the fiscal year ending March 31, 2023, which was renewed for the next two years following an application submitted by our organization. This grant will help us raise awareness of our services among English-speaking callers, as well as recruit volunteer listeners to meet the needs of these callers in Greater Montreal. This project is part of our goal to serve all people who are isolated or suffering, whether they speak French or English.

In addition, we received \$150,000 from the Public Health Agency of Canada during the year to enhance mental health services, for which we are extremely grateful. The Parliamentary Secretary to the Minister of Mental Health and Addictions and Associate Minister of Health announced this investment.

### DONATIONS

Friends of Tel-Aide Montréal have shown great sensitivity to the importance and necessity of our services during this period of pandemic, maintaining their unwavering solidarity and support for our services, as the graphs on the following page demonstrate. This support encourages us to continue our efforts, to develop new tools to take advantage of technology, and to offer rigorous training to our volunteers, to optimize the caller experience and the efficiency of our services.

## FINANCIAL PARTNERS

### GALA

Thanks to the Caisse Desjardins du Sud-Ouest de Montréal, the ministère de la Santé du gouvernement du Québec, private-sector companies, members of the Quebec and Canadian governments, elected officials from the City of Montreal and anonymous donors who sponsored the evening, Tel-Aide Montreal was able to recognize the essential work of its volunteers. The generosity of these partners testifies to the importance of the contribution made by all those involved in the mental health field.

### Breakdown of Funding Sources 2021-22 and 2022-23

■ 2021-22 ■ 2022-23



# THANKS TO OUR FINANCIAL PARTNERS



# COMMUNITY LIFE

## REPORT OF THE FRANCOPHONE TRAINING COMMITTEE

### COMMITTEE MEMBERS

Anissa 2146F, Claudine 2362F (in charge of the committee), Émile 1180F, France 2233F, Johanne 2585F, Louise 2280F, Marie 2326F, Mélanie 2573F.

### TRAINING SESSIONS STARTED DURING THE YEAR

During the 2022-2023 year, there were a total of four training sessions in French.

COHORT	MONTH OF TRAINING	TRAINED CANDIDATES	GRADUATE CANDIDATES
1.	May-July	6	5
2.	September-December	7	4
3.	November-February	8	6
4.	January-April	9	8
<b>Annual Total</b>	<b>May-April</b>	<b>30</b>	<b>24</b>

### MEETINGS AND OTHER TASKS:

Other tasks carried out by committee members include:

- Participation in updating the website, especially with regard to the presentation of active listening concepts;
- Contribution to the updating of the Support guide;
- Collaboration on the Tel-ACTION project and drafting of recommendations;
- Participation in discussions on abusive calls;
- Participation in a training session given by Suicide Action Montréal;
- Support for English-language training by sharing documents and participating in role-playing exercises.

### Claudine 2362F

Head of the Francophone Training Committee

# COMMUNITY LIFE

## REPORT OF THE FRENCH-SPEAKING SUPPORT COMMITTEE

### COMMITTEE MEMBERS (MEMBERS WHO HAVE MADE AT LEAST ONE ACCOMPANIMENT THIS YEAR)

Anissa 2146F, Marie 2326F, Mélanie 2573F, Bernard 2579F, Monic 2356F, France 2233F, Élisabeth 2606F, Claudine 2362F, Émile 1180F, Chantal 2172F, Louise 2280F, Johanne 2585F.

On April 1, 2022, the Committee had nineteen active members, and on March 31, 2023, the number of active members was fifteen. During the year, two members withdrew temporarily, four left for various reasons and two new members were added. Active members accumulated 288 hours of support for volunteers in training.

The committee had set two major goals for itself this year, and both were met:

1. Revision of the support guide;
2. Integrating the "double listening" system into support tools.

The committee's biggest challenge is to recruit enough coaches to meet the needs generated by the training cohorts. Most committee members do one or two accompaniments a year, as each accompaniment requires a significant number of hours, so we're always on the lookout for listeners interested in joining the committee.

### **Chantal 2172 F**

Head of the Francophone Support Committee

# COMMUNITY LIFE

## REPORT OF THE ENGLISH-SPEAKING TRAINING AND SUPPORT COMMITTEES

### COMMITTEE MEMBERS

Active coaches:

Jena 2105E, Alvin 2180E, Deneille 2104E, Michelle 2129E, Mischa 2240E, Tanya 2208E, Zoe 2209E, Ania 2189E, Julia 2243E, Andie 2244E, Tianshu 2242E, Tanya 2257E, Elody 2251E, Stefany 2247E, Mihaela 2193E, Elizabeth 1972E, Ali 2248E, Catalina 2265E.

During the 2022-2023 year, there were a total of five English-language training sessions.

COHORT	MONTH OF TRAINING	TRAINED CANDIDATES	GRADUATE CANDIDATES
1.	April-June	7	7
2.	September-November	10	9
3.	October-January	5	5
4.	November-January	4	3
5.	January-March	10	9
<b>Annual Total</b>	<b>April-March</b>	<b>36</b>	<b>33</b>

A total of 18 coaches were active during the year. Jena 2105E, head of the accompaniment committee, recruited five new coaches, and some coaches left the committee or became inactive.

A total of six meetings were held throughout the year between Jena, Josée and Melissa to prepare the next training sessions. Two coach meetings were held with the support of the committee and led by Jena, one in April and the other in November.

### Jena 2105E and Josée

Respectively, head of the English-speaking support committee and head of the English Training Committee

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# COMMUNITY LIFE

## REPORT OF THE FRENCH AND ENGLISH INTERVIEW COMMITTEE

### COMMITTEE MEMBERS

Sylvie 2036E/2359F, Ania 2189E/2558F, Anissa 2146F, Johanne 2585F, Marie 2326F, Bernard 2579F, Roland 2245F/2012E, Josée Pelletier, Guylène 2584F, Karl 2617F and Gabrielle 2635F.

During the 2022-2023 year, 122 application forms were completed for all age and gender categories. Of these, 29 were not interviewed: 23 withdrew and 6 will be interviewed for future training. The team conducted 93 interviews for new volunteer listeners.

### AGE ET GENDER

Of these 122 people, there were 41 men (34%) and 81 women (66%). 40% were aged between 18 and 30, 26% between 31 and 59, and 34% 60 or over.

### PLACE OF RESIDENCE AND LANGUAGES

Nearly three quarters of the applications came from people in Montreal. In terms of language, 49% of applicants were bilingual, including 14% who were trilingual and two who were quadrilingual, which represents an interesting visibility for Tel-Aide Montreal within different linguistic communities.

### REFERENCES

A significant 50% of candidates heard about Tel-Aide Montréal through our website or social media. This proportion comes well ahead of traditional media (radio, newsletter) with 21%, followed by 17% who were referred by family members or friends. All other referrals from professionals, community organizations and university departments are less than 5%.

### OCCUPATION

Around 35% of candidates were employed, 30% were studying and around 21% were retired. In terms of field of employment, a wide variety of professional backgrounds are represented among the candidates. It is interesting to note that the candidates' fields of study cover very different areas: psychology: 47%; natural and medical sciences: 16%; administration: 11%; education, art, engineering, or office automation: 21%; 5% no answer.

### Sylvie 2036E/2359F

Head of Interview Committee

# COMMUNITY LIFE

## SHARING SESSIONS

Sharing sessions are meetings where listeners exchange ideas and discuss a specific theme. Many thanks to Bernard 2579F for regularly proposing sharing sessions. This practice is now well established.

1. April 19, 2022

Theme: Practising active listening and empathy on the telephone, anonymously and confidentially, within a time limit, can pose challenges. What are they, and how can we meet these challenges in a way that satisfies both the caller and the listener?

2. April 26, 2022

Theme: Sharing on sexual calls.

3. May 17, 2022

Theme: Practising active listening at Tel-Aide Montréal; what positive impact does it have on our lives.

4. June 21, 2022

Theme: The end of the pandemic and a face-to-face reunion.

5. October 18, 2022

Theme: Loneliness is the subjective feeling of being alone: the posture of the active listener when faced with calls where callers express loneliness.

6. November 22, 2022

Theme: A striking call and why.

7. February 21, 2023

Theme: Some regular callers try to establish contact with listeners whose voices they recognize after several calls. How can we handle these calls with an active, anonymous, and confidential listening approach?

8. March 21, 2023

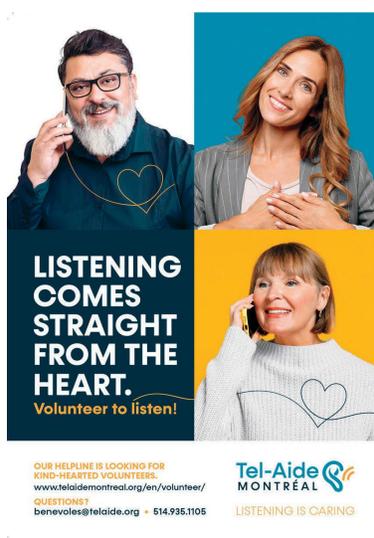
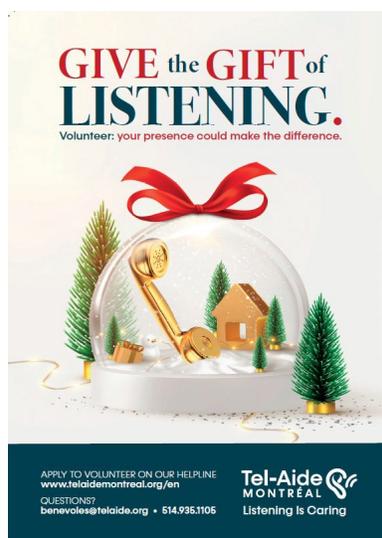
Theme: For some of our callers, the loss of a loved one creates a significant void. How to remain an active listener in the face of grief?

# VISIBILITY

## A PLAN FOR TEL-AIDE MONTRÉAL

In the spring of 2022, as part of the English Awareness project, Tel-Aide Montréal called on a marketing communications consultant to develop a three-year communications plan for 2022-2025 aimed at recruiting English-speaking volunteers and increasing awareness of the English listening service. The project was then integrated into the overall Tel-ACTION project.

Tel-Aide Montréal is continuing its collaboration with this consultant and has added another consultant from June to December 2022. TAM also collaborated with a photographer, cameraman and video editor to produce videos featuring Julie Bélanger, as well as a Web marketing specialist specifically for the Google search engine visibility component, and a graphic designer for the development of certain advertisements.



## VISIBILITY

# TEL-AIDE MONTRÉAL IN THE MEDIA

Here's a list of newspaper articles and interviews we've conducted.

1. 2022-04-08 Media: CTVM.info  
Title: "Les bienveillants" by Sarah Baril Gaudet in competition at Hot Docs
2. 2022-05-24 Media: Journal de Montréal  
Title: Julie Bélanger s'implique auprès de Tel-Aide.
3. 2022-05-28 Media: Hollywood PQ  
Title: Julie Bélanger : la nouvelle porte-parole de Tel-Aide Montréal
4. 2022-08-18 Media: Radio-Canada  
Title: Ottawa octroie 150 000 \$ à Tel-Aide pour sa ligne téléphonique en santé mentale
5. 2022-08-18 Media: Noovo.info  
Title: Ottawa offre une aide financière à Tel-Aide Montréal
6. 2022-08-18 Media: iHeartRadio  
Title : Le gouvernement du Canada annonce une somme de 150 000\$ pour le centre de détresse Tel-Aide Montréal afin de soutenir sa mission en santé mentale auprès des gens du Grand Montréal
7. 2022-08-18 Media: LaPresse+  
Title: Le gouvernement du Canada annonce une somme de 150 000\$ pour le centre de détresse Tel-Aide Montréal afin de soutenir sa mission en santé mentale auprès des gens du Grand Montréal
8. 2022-08-18 Media: Le Devoir  
Title: Santé mentale : le fédéral alloue 150 000 \$ à Tel-Aide pour sa ligne téléphonique
9. 2022-08-18 Media: L'actualité  
Title: Santé mentale : le fédéral alloue 150 000 \$ à Tel-Aide pour sa ligne téléphonique

10. 2022-08-18 Media: Mix 99,7FM
11. 2022-08-18 Media: 98,5
12. 2022-08-18 Media: Cool 103,5 FM
13. 2022-08-18 Media: Yahoo! Finance  
Title: Government of Canada invests in mental health and distress centres
14. 2022-08-29 Media: CJAD  
Interview with Melissa Johnson, Volunteer Coordinator
15. 2022-11-14 Media: New York Times  
Title: In a Lonely World, They're Here to Listen
16. 2023-01-24 Media: New York Times  
Title: Film Club: 'The Benevolents' What does it mean to be a good listener?
17. 2023-02-09 Media: Radio-Canada  
Title: Choc après la tragédie de Laval : « des réactions normales à un événement anormal ».  
Mention of Tel-Aide Montréal and the hotline number.

This year, three major pieces of news brought Tel-Aide Montréal to the forefront of the media: the announcement that Julie Bélanger had become the organization's spokesperson, the granting of \$150,000 to Tel-Aide Montréal by the federal government (the media reach of the news, i.e., the number of people exposed to it, is 10,500,000), and the screening of the documentary "The Benevolents" released by the New York Times.

# VISIBILITY

## REVIEW OF COMMUNICATION ACTIONS AND TOOLS

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March to June 2022 **Report and communication plan**

Development of communications status document and communications plan - English Awareness 2022-2025.

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August 2022

**Press conference: Ottawa grants Tel-Aide Montréal \$150,000 for its mental health hotline**

- Press release in collaboration with the Public Health Agency of Canada;
- Production of a large banner with Tel-Aide Montréal's logo and colours;
- Production of 2 paraposts (scrolling banners).

**15-second radio ad on CJAD**

The ad, aimed at recruiting English-speaking volunteers, was aired 170 times during the two-week campaign. The radio station has a weekly audience of 316,000.

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Sept. 2022

**Animated online ads with The Montreal Gazette**

The ads garnered 375,000 impressions in three weeks in the Greater Montreal area on Postmedia network's websites.

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Autumn 2022

**Express survey for volunteers**

The survey was developed between August and October. Responses were received from November 3 to 10.

**Production of videos**

Scripting, shooting, and editing of 15 videos with Julie Bélanger, spokesperson for Tel-Aide Montréal.

**Google search engine marketing**

Setting up keyword campaigns on the Google search engine using Google Grants.

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Autumn 2022 (continued)	<p><b>Optimizing Phonothon communications</b></p> <ul style="list-style-type: none"> <li>• Development of a logo for the Phonothon;</li> <li>• Production of written content, visuals and videos for Tel-Aide Montréal's organization page on the CanadaHelps website;</li> <li>• Development of a donation form specific to the Phonothon;</li> <li>• Promotion of the Phonothon on social networks and through a press release;</li> <li>• Photographer/videographer and live with Julie Bélanger.</li> </ul>
Sept.-March	<p><b>Advertising with FADOQ-île-de-Montréal</b></p> <p>Banners and mentions for volunteering in newsletters to 43,000 French-speaking and 10,000 English-speaking FADOQ members: September to December, February, March.</p> <ul style="list-style-type: none"> <li>• Advertising on the FADOQ website (English and French) during October, November and December. Their site receives around 30,000 visitors per month.</li> <li>• Full-page volunteer recruitment ad on the back cover of the Winter 2023 English-language printed Bulletin - to be published in late November 2022.</li> <li>• Full-page volunteer recruitment advertisement in the Spring 2023 English-language printed Bulletin.</li> <li>• ¼-Page volunteer recruitment ads in English and French in the Spring 2023 printed Bulletin.</li> </ul>
Dec. 2022	<p><b>Advertisement in the program of the chœur philharmonique du Nouveau Monde.</b></p>
Winter 2023	<p><b>Design of volunteer recruitment brochures in English and French.</b></p>
March 2023	<p><b>Advertising in the "Inspirations" publication</b></p> <p>Design of a 1/8-page English-language volunteer recruitment ad in the English Montreal School Board's "Inspirations" publication for the upcoming fiscal year, in the spring edition of this publication.</p>

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# VISIBILITY SOCIAL MEDIA

During the 2022-2023 year, Tel-Aide Montréal posted approximately 170 times on Facebook and Instagram in addition to sharing more than 120 visuals and videos in "story". On LinkedIn, 33 publications were made during the same period.

This year, Tel-Aide Montréal invested in promoting these publications on social networks, and ran volunteer and hotline recruitment campaigns on Facebook, Instagram and LinkedIn. In order to assess the impact of its advertising spending in 2022-2023, as a benchmark, in the year 2021-2022, Tel-Aide Montréal had reached 1,528 Meta accounts (Facebook and Instagram) without advertising.

## PEOPLE REACHED FREE OF CHARGE ON TEL-AIDE MONTRÉAL'S SOCIAL NETWORKS



### A SPOKESWOMAN WHO GIVES TEL-AIDE MONTRÉAL GREATER VISIBILITY

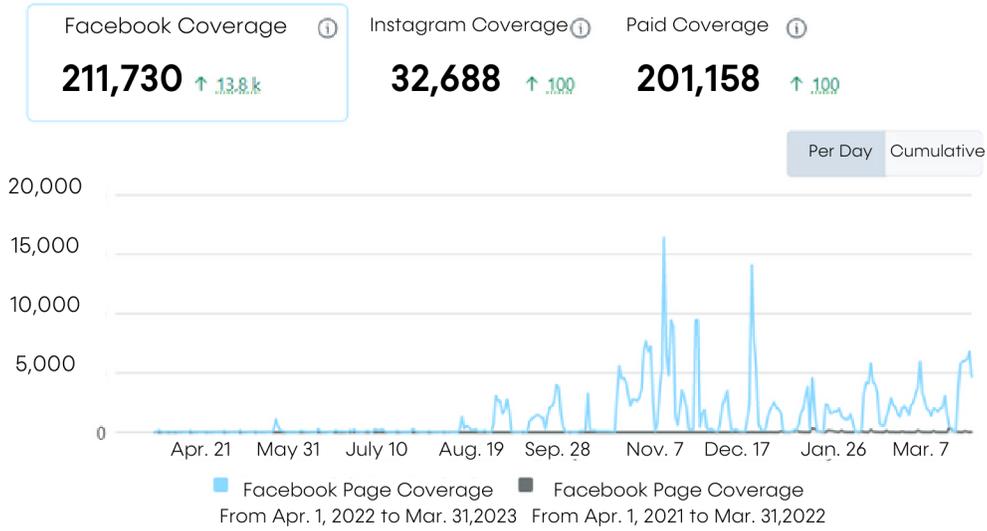
Tel-Aide also enjoyed significant visibility on social networks thanks to its new spokesperson, Julie Bélanger, with over 111,000 followers on Facebook and around 92,000 followers on Instagram. The Tel-Aide Montréal spokeswoman shared more than 20 of the organization's publications on her accounts, and posted several videos and "stories", enabling the organization to reach more than 180,000 accounts, all without advertising effort.

Approximately 211,000 Meta accounts viewed Tel-Aide Montréal content in fiscal year 2022-2023. Approximately 10,000 people saw Tel-Aide Montréal (TAM) content organically, i.e. free of charge, thanks to the algorithms, sharing and interactions with its publications.

**This means that the natural, free visibility of TAM publications is almost seven times higher this year than last year.**

In addition, advertising on social networks and promoting TAM publications enabled the organization to reach just over 201,000 accounts. According to available data, each person reached saw Tel-Aide Montréal content more than once.

**DAILY VISIBILITY 2022-2023 COMPARED WITH 2021-2022**



**DAILY VISIBILITY 2022-2023 COMPARED WITH 2021-2022**



**Definitions:**

- Facebook coverage: number of accounts that have seen Tel-Aide Montréal content on Facebook.
- Instagram coverage: number of unique accounts that have seen Tel-Aide Montréal content on Instagram.
- Paid coverage: number of accounts that have seen Tel-Aide Montreal ads at least once.

## VISIBILITY

### THE SHORT FILM « LES BIENVEILLANTS »

A film by Sarah Baril Gaudet

"Les bienveillants" immerses itself in the world of Tel-Aide Montreal's telephone listening centre, following a group of future volunteers as they learn the art of empathetic listening. Through an intimate treatment, the film seeks to remind us of the importance of vigilant ears in a society where loneliness is omnipresent.

The short film, made in 2021, was presented to Tel-Aide Montreal volunteers at its 50th anniversary gala in June 2022, and has been broadcast on Air Canada and available for free viewing on the New York Times Op- Docs website since November 2022. To date, the film has travelled across Canada, the U.S. and Europe to some twenty festivals and events, providing valuable visibility for Tel-Aide Montreal.

#### MENTION OF THE DOCUMENTARY IN THE MEDIA, ON THE WEB AND ON VIEWING PLATFORMS (NON-EXHAUSTIVE LIST)

- Académie canadienne du cinéma et de la télévision
- Dames des vues (realisatrices-equitables.com)
- Cinéma sous les étoiles – The film was screened at Parc des Faubourgs on July 25, 2022, and at Théâtre des Grands Bois on September 9, 2022.
- Cinéserie.com
- IMDb
- Indy shorts
- Justwatch.com
- Lettrboxd.com
- Mubi.com
- National Film Board of Canada
- Orcasound.com
- PixelleX – Public relations agency that promoted the documentary on social media
- Tenk.ca - A cooperative based in Montreal dedicated to the distribution and promotion of creative documentary cinema.
- Travelling Distribution – Responsible for the documentary's distribution
- Teaser available on Vimeo
- Wikipédia « The Benevolents »



2022-2023

## EVENTS

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2022-04-26	Presentation and sharing on sexual calls - by Daniela Diaz (Dawson College trainee)
2022-04-28	Volunteer dinner for National Volunteer Week
2022-05-06	Mental Health Fair at Villa-Maria High School
2022-05-19	Concordia Volunteer Fair
2022-06-04	Tel-Aide Montréal's 50th anniversary gala
2022-06-15	Pizza lunch with English-speaking volunteers
2022-06-21	Pizza and sharing session
2022-06-26	Annual General Meeting
2022-08-16	Press conference

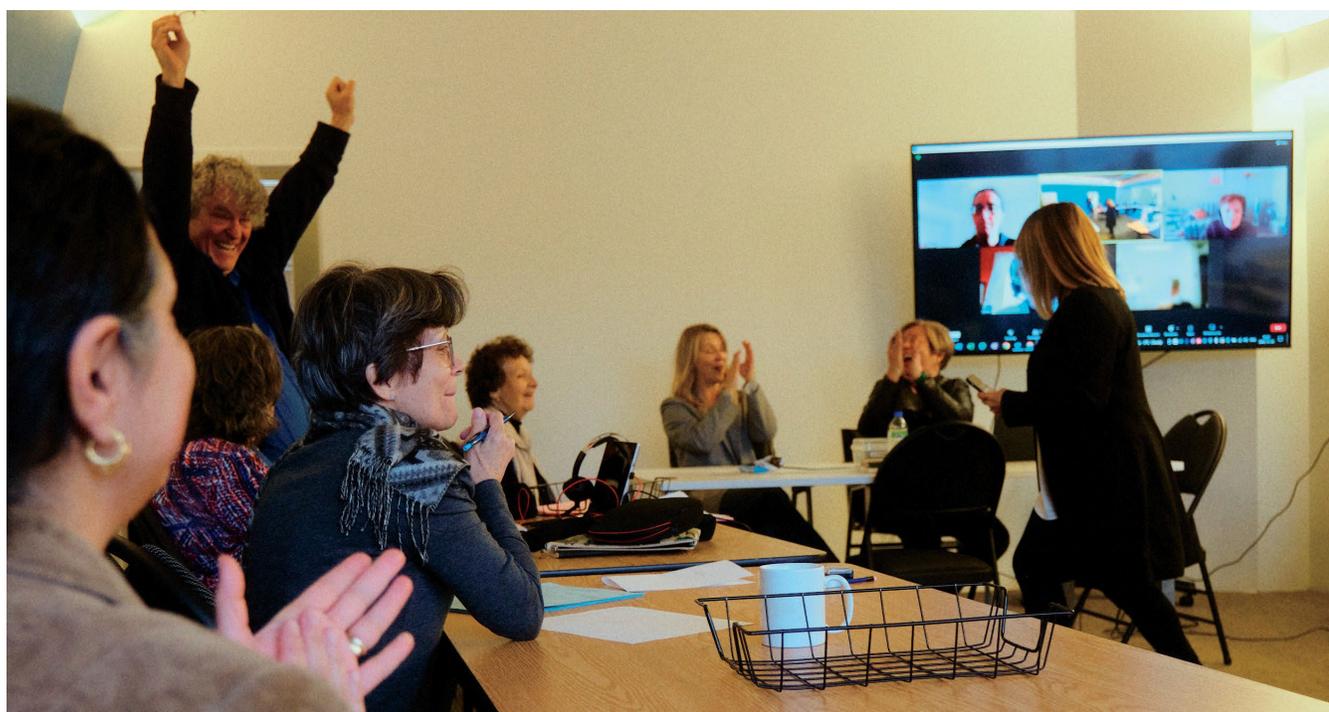
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## EVENTS (CONTINUED)

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2022-09-07	Tel-Aide Montreal's move
2022-09-29	ACETDQ members' meeting
2022-11-09	ABC of the intervention of non-interveners at Centre St-Pierre
2022-11-20	Phonothon
2022-12-07	Focus group on abusive calls – Tel-Aide Montréal, GAIHST, CALACS on the West Island
2022-12-09	Housewarming and holiday party

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## EXTERNAL TRAINING AND PARTICIPATIONS

2022-07-12 to 2022-07-13	External training (3 hours): Introductory Workshop to active listening – Ville of Pointe-Claire (animated by Josée)
2022-10-14	Diversity in our actions Training by l'ACETDQ (Josée)
2022-10-21	Partnership meeting: Tel-Aide Montréal and Suicide Prevention Montreal
2022-10-24	Listening Day with the ACETDQ
2022-10-29	External training (3 hours): Introduction to active listening; Acouphènes Québec (animated by Josée and Marie 2326F)
2023-02-10	Training with ACETDQ : Calimero's syndrome (Josée and Melissa)
2023-02-22	Training of Regroupement des Séparés et des Divorcés de L'Ouest (RSDO) (Josée and Marie 2326F)
2023-03-06	Virtual presentation of the organization « Ça Suffit » (Josée, Melissa and the Francophone Training Committee)
2023-03-08	Training with Suicide Prevention Montreal: Identify the person vulnerable to suicide and apply the required protective measures. (Josée, Melissa and the francophone training committee)
2023-03-14	Training of RSDO (Josée and Marie 2326F)
2023-03-29	Workshop on Tel-Aide Montréal's mission, vision and values with Lucie Caillère

# COLLABORATIONS AND NETWORKING

In collaboration with several other listening centres, the Executive Director participated in various meetings to promote mutual support and the sharing of best practices in the field.

## **PARTICIPATION IN A COLLABORATIVE GROUP, TACTICAL LEVEL**

- 6 meetings

Initiate the creation of a community of practice (crisis lines) in collaboration with other centres. Suicide Prevention Montreal; 211; le centre de référence du Grand Montréal; Interligne; SOS violence conjugale.

Topics discussed included:

- Financing (diversification, philanthropy, project financing, etc.);
- Human resources (working conditions and salaries, attractiveness, retention, etc.); Confidentiality vs. anonymity;
- Intersectionality;
- Statistics, customer relationship management technologies (CRM) and the accountability;
- The choice of technologies;
- Diversifying our services;
- Partnerships (external communication, development of specific agreements); Public policy and media relations;
- Groupings, core funding (PSOC/PAVAC);
- Law 25.



**PARTICIPATION IN A FOCUS GROUP, OPERATIONAL LEVEL**

- 5 meetings

With the help of the Association des centres d'écoute téléphonique du Québec (ACETDQ) there was the creation of a group of several listening centres, including Tel-Aide Montréal, Écoute Entraide, Centre d'écoute Le Havre, Tel Écoute and Tel-Aide Saguenay-Lac-Saint-Jean: Tel-Aide Montréal, Écoute Entraide, Centre d'écoute Le Havre, Tel Écoute and Tel-Aide Saguenay-Lac-Saint- Jean to discuss our common realities and share information and ideas on various topics such as :

- Organizational and management structure: the different positions in the centres, titles, responsibilities and salaries, including working conditions;
- Volunteer recruitment and retention: the drop in volunteers during the holiday season, younger versus older volunteers, what are the similar or different challenges?
- Remote listening: how to create a sense of belonging;
- Training: hybrid, face-to-face and virtual. Annual training offer, continuing education and more.

**PARTICIPATION IN THE BUSINESS CLAN OF THE CHAMBER OF COMMERCE OF METROPOLITAN MONTREAL**

- 4 meetings, 20 participants and creation of alliances

Other training courses and webinars:

- Smart, profitable business networking training with Julien Roy, president, trainer and consultant;
- Webinar: Corporate citizenship: instructions for companies.



## PARTNERS

DESLAURIERS  Cie  
Co.  
Avocats s.a. | Attorneys s.a.



**Dialogue McGill**  
Better Communication for Better Care



# MEMBERSHIPS

Tel-Aide Montréal is a member of:



Association des  
Centres d'Écoute  
Téléphonique  
du Québec



la Chambre de commerce  
du Montréal métropolitain



REGROUPEMENT  
Loisir et Sport  
du Québec



CENTRE  
québécois de services  
aux associations



**RIOCM**  
Regroupement intersectoriel  
des organismes communautaires  
de Montréal



ESPACE **OBNL**



## LIST OF ORGANIZATIONS MAKING REFERENCE TO TEL-AIDE MONTRÉAL

<http://www.pro-gam.ca>  
[www.optionalternative.org](http://www.optionalternative.org)  
<https://www.arrondissement.com/montreal/telaide>  
<https://www.queermcgill.org/Ressources/TelAide>  
<https://charlevoixsocial.ca/organisation/tel-aide/>  
<http://assisto.ca/ressource/tel-aide/>  
<https://www.211qc.ca/en/organization/tel-aide-montreal-18759977>  
<https://www.grenier.qc.ca/emplois/24623/ecoutant-benevole-volunteer-listener>  
<https://www.zoominfo.com/c/tel--aide/37765979>  
<https://www.luciebernierpsychologue.com/ressources>  
<https://coco-net.org/tel-aide-is-in-urgent-need-of-volunteer-listeners/>  
<https://racorms.org/plus-loin/ateliers/ateliers-de-sensibilisation-lecoute-active>  
<https://www.cdccentresud.org/nouvelles/tel-aide/>  
<https://www.andreannelaframboise.com/t-en-ca/ressources>  
<https://interligne.co/en/resources/tel-aide-2/>  
<https://www.drjulia-therapy.ca/resources>  
<https://www.datanyze.com/companies/tel--aide/37765979>  
<https://www.ville.dorval.qc.ca/en/community/teen-section/teen-resources>  
<https://www.mdjbl.org/references/>  
<https://umanico.com/votre-sante-mentale-nous-tient-coeur/>  
<https://www.signalhire.com/companies/tel-aide>  
<https://laparentraide.ca/liens-utiles/>  
<https://riocm.org/annonce/lecoute-empathique-ca-se-pratique/>  
<https://lmrcenter.org/lmrc-get-help/>  
<https://cps-le-faubourg.org/lignes-decoute/>  
<http://remiseenplace.org/>  
<http://psyoutremont.com/ressources/>  
<https://pharedelongueuil.com/besoin-aide/>  
<https://verdun.centrecsmb.com/ressources-communautaires/>  
<https://www.ctaq.com/ressources-soutien-psychologique/>  
<https://toxico-stop.com/en/resources.html>  
<http://www.cipedesmaskoutains.org/ressources/urgence/>  
<https://dis-moi.org/la-solution-dis-moi/>  
<https://www.psychologielimoilou.ca/ressources/>  
<https://www.ville.mont-royal.qc.ca/en/news/divers/coronavirus-covid-19-resources-seniors>

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<https://www.toutmontreal.com/6802-tel-aide-montreal>  
<https://www.jicilordgauthierpsy.com/ressources-daide>  
<https://www.cdcrdp.org/quelques-references-en-lien-avec-la-pandemie-covid19/>  
<https://www.carolinenadeaupsychotherapeute.com/ressources>  
<https://www.antenatalwellbeingmtl.com/fr-sant-mentale>  
<http://www.hypnosedaniellabarre.com/liens/>  
<https://www.college-st-paul.qc.ca/liens/>  
<https://preventionarcenciel.org/toxicomanie/>  
<https://restauration.org/clienteleagressive>  
<http://www.psychologuesanxielaval.com/old/ressources/index.html>  
<http://www.apresum.umontreal.ca/Occuper%20sa%20retraite.html>  
<https://www.aumoneriecommtl.org/liens-utiles>  
<https://vymaps.com/CA/Tel-aide-943780582396115/>  
<http://www.psy-mariefrancenole.com/links.html>  
<https://mapscommittee.weebly.com/gaining-clinical-experience.html>  
<https://cpscatlas.org/en/contact-us/>  
<https://www.oliverlyttelton.ca/local-resources.php>  
<https://support.reseaucontact.com/hc/fr-ca/articles/214702803-Ressources-Aide-support-et-r%C3%A9f%C3%A9rences-au-Qu%C3%A9bec>  
<https://www.facebook.com/ACETDQ/videos/3197678983835166/>  
<https://www.mun-ndm.ca/nouvelles/des-capsules-en-soutien-psychologique>  
<https://4korners.org/resources-helplines/>  
<https://www.411reverselookup.ca/514-935-1101/>  
<https://lebelage.ca/entre-nous/psycho/jose-lancer-un-s-o-s/>  
<https://centropsychologieclinique.ca/liens-utiles/>  
<https://blanchelandry.com/autres-ressources>  
<https://gaihst.qc.ca/en/links>  
<https://www.adieudepression.com/ressources.html>

# ACKNOWLEDGEMENTS

Thank you to all our volunteers who have been there for our callers this year and over the years, contributing to the momentum and consolidation of our organization's contribution to mental well-being!

## 50 YEARS +

**Emeritus Listener**  
 Rolande 0293F

## 25 YEARS +

Daniel 1718F

## 20 YEARS +

Claire 1925F  
 James 1821E

## 15 YEARS +

Andreas (Andy) 1853E

## 10 YEARS +

Anissa 2146F  
 Chantal 2172F  
 Elizabeth 1972E  
 Eric 1944E  
 France 2233F  
 Laurent 2222F/2011E  
 Liliane 2244F  
 Louise 2280F  
 Marie 2326F  
 Roland 2245F/2012E

## 5 YEARS +

Chantal 2418F  
 Claudine 2362F  
 Danielle 2460F  
 Jean-Marie 2409F  
 Jena 2105E  
 Liz 2148E  
 Louise 2022E/2341F  
 Micheline 2506F  
 Michelle 2129E  
 Monic 2356F  
 Monique 2434F  
 Rhizlane 2405F/2223E  
 Sylvie 2359F/2036E

## 3 YEARS +

Alvin 2180E  
 Ania 2189E/2558F  
 Deneille 2104E  
 Gilles 2543F  
 Guy 2551F  
 Lauren 2174E  
 Mihaela 2193E  
 Mihary 2556F  
 Nicole 2521F  
 Tanya 2208E  
 Zoe 2209E

## 2 YEARS+

Adamo 2233E	Mélanie 2573F
Alain 2578F	Mischa 2240E
Ali 2248E	Renée 2588F
Andie 2244E	Rita 2210E
Bernard 2579F	Salima 2217E
Christiane 2591F	Shira 2249E
Claire 1817F	Sira 2577F
Emile 1180F	Slim 2589F
Emma 2596F	Stefany 2247E
Guyène 2584F	Tianshu 2242E
Johanne 2585F	
Julia 2243E	
Julie 2586F	

## 1 YEAR +

Arienne 2590F	Karl 2617F
Benoit 2614F	Lilia 2618F
Catalina 2265E	Marika 2608F
Chris 2266E	Michael 2272E
Claudette 2592F/2264E	Mila 2255E
Coral 2604F	Murielle 2598F
Daniel 2594F	Olivier 2268E
Diane 2593F	Parfitt 2271E
Diane 2623F	Pierre 2620F
Elisabeth 2595F	Ricardo 2256E
Elizabeth 2606F	Rolland 2622F
Elody 2251E	Roman 2269E
Elwin 2252E	Roxane 2611F
Emma 2596F	Tanya 2257E
Geneviève 2615F	Terence 2258E
Hélène 2616F	Umara 2260E
Hope 2270E	

Here's the list of new volunteers who have successfully completed their active listening training in the past year. Thank you to all our new volunteers!

## <1 YEAR

Alexis 2302E	Faraz 2190E	Nevena 2609F
Anne-Claire 2627F	François 2626F	Oceane 2649F
Boriana 2282E	Gabrielle 2635F	Olga 2288E
Camille 2285E	Hélène-Marie 2638F	Paige 2287E
Camille 2646F	Hridi 2300E	Ramtin 2289E
Clara-Rose 2644F	Janic 2510F	Reanna 2209E
Corinne 2625F	Jessie 2296E	Richard 2283E
Dally 2307E	Joan 2293E	Richard 2639F
Dan Yi 2640F	Judith 2303E	Robin 2277E
Danielle 2605F	Karina 2630F	Sandra 2633F
David 2299E	Lawrence 2276E	Seham 2286E
David 2631F	Loryane 2647F	Stefanos 2301E
Debbie 2292E	Louisa 2291E	Susanne 2645F
Elijah 2280E	Louis-Marie 2648F	Sylvie 2642F
Elisabeth 2290E	Lucie 2650F	Theodore 2297E
Elisabeth 2637F	Marianna 2305E	Tracy 2259E
Eric 2281E	Marie-Hélène 2607F	Véronique 2629F
Fanny 2253E	Marina 2254E	Wanning 2298E
	Marsha 2284E	Yvan 2632F
	Maude 2641F	Zabrina 2278E
	Mégane 2634F	
	Mehrzaad 2294E	
	Melanie 2306E	
	Melly 2628F	
	Michele 2643F	
	Micheline 2636F	
	Milan 2295E	
	Myriam 2275E	
	Nancy 2304E	

# PHOTO LIBRARY



Sharing Session 2022-06-22



2022 End-of-year cocktail Party



# PHOTO LIBRARY (CONTINUED)

Phonothon 2022-11-20



Photo Shoot for Social Media 2022-11-20



