Canadian Mental Health Association (CMHA)
Sudbury/Manitoulin Branch
Annual Report 2016/2017

Table of Contents
Improving Services in our Community .................................................. p3
Message from the CEO ........................................................................ p4
New Shared Space in Espanola ................................................................. p5
Sharing and spreading best practice for collaborative responses to risk ........ p6
Health Promotion Updates .................................................................. p7
Excellence for Quality Improvement Project ........................................ p8
Off The Street (OTS) Emergency Shelter ............................................. p9
Supporting Vulnerable Tenants through Creative Partnerships and Collaboration .......... p10
Financial Report ................................................................................. p11
Let me begin by saying how privileged I feel to have had the opportunity to serve on the Board of Directors for the past five years. Since joining the Board in 2012, the agency has changed markedly in response to the major challenges and needs of our community. In this regard, I must pay tribute to the high quality of the leadership team and staff at Canadian Mental Health Association (CMHA) Sudbury/Manitoulin. A recent “Board Retreat” allowed many staff the opportunity to share their experience and knowledge around housing. I salute their dedication and professionalism which have no equal.

The Board of Directors continues to fully support the implementation of a 24-hour Harm Reduction Home to support individuals who are homeless or at risk of homelessness in our community. Despite the many challenges the HRH has encountered, we remain optimistic for a permanent space that meets the needs of ALL community stakeholders.

This year, CHMA Sudbury/Manitoulin broadened its scope yet again when it was awarded the contract to manage the “Off The Street” Emergency Shelter. CHMA helped remove barriers and assisted many vulnerable individuals. The success of this program, like so many others offered by CHMA Sudbury/Manitoulin, allows our Board to be progressive and forward-thinking when presented with new initiatives.

I will close by thanking the Board of Directors for their time and continued commitment to CMHA.

Christine McGarry
Board Chair
Message from the CEO

This past year was filled with exciting projects and hard work! Everyone in the agency – from the individuals we work with, to the staff, volunteers, partners and Board – have worked together to ensure good mental health and addiction services are available in the communities we serve.

This is an exciting time in our province/community with the transformation of Ontario’s health care system. Patients First: Action Plan for Health Care is the next phase of Ontario’s plan to put people at the centre of their care. The key objectives include the ability to:

1) Access: Improve access
2) Connect: Connect services
3) Inform: Support people and patients

More information can be found on the Ministry of Health website (http://health.gov.on.ca/en/ms/ecfa/healthy_change/).

At CMHA Sudbury/Manitoulin, we advocate for the individuals we serve to be engaged and feel their voices are heard. We work closely with our provincial CMHA branches to safeguard quality mental health and addiction services so that they are accessible, connect people and most of all inform and work with our communities.

We continue to grow our services, hire new staff and meet new individuals seeking our help. Individuals and their families are being invited to participate in the planning and evaluation of services to ensure we are meeting their needs. Quality and accountability are important to us all and we are extremely proud of the work we do!

As a mental health agency, we value the social determinants of health and work. Having enough housing and supports for everyone in need remains one of our biggest challenge. The Harm Reduction Residence is still struggling to find a home - we hope 2017 will be the year! This past year we operated the Off The Street Low Barrier Shelter and thanks to the staff, our amazing partners, and a very generous community, many people’s needs were met.

This is our first year with our AGM reserved for corporation members. In the year ahead we hope to see you.

Thank you to all the individuals that seek out our services, our staff, volunteers, and our many community partners. I look forward to the year ahead and thank everyone for all the work you do to ensure good mental health!

Marion Quigley,
Chief Executive Officer
New Shared Space in Espanola

On December 1, 2016, the corner of Centre Street and Second Avenue (407 Centre St.) became the new location for a multi-purpose facility for the community of Espanola called Centre Place Centre.

After years of hard work, Centre Place Centre is now the home of six agencies including; Child and Family Centre, Children's Community Network, Health Science North - Infant and Child Development Services, Wordplay North Bay Regional Health Centre, Health Sciences North Mental Health and Addictions Program as well as ourselves, the CMHA Sudbury/Manitoulin.

CMHA appreciates the opportunity to work closely with other community organizations and reside within a shared space model. The model offers the agencies an opportunity to provide a streamlined service delivery approach, stronger partnerships and improved communication when supporting individuals who are accessing services.

To celebrate this exciting new location, an official ribbon cutting was held on Friday, March 31, 2017 bringing together all partners, funders and community. Many stories, smiles and tears were shared on this day of celebration, demonstrating to all in attendance the shared core values of Respect, Partnerships, Wellness and Community while promoting the wellbeing of all people.
Sharing and Spreading Best Practice for Collaborative Responses to Risk

Communities across Ontario are increasingly applying collaborative models for responding to risk and promoting community safety well-being. “Situation Tables” - such as Sudbury’s Rapid Mobilization Table - represent a “whole community” approach to collaboratively support individuals at high risk of harm, (e.g. crime, mental health crisis, victimization, homelessness). The proactive interventions conducted by Situation Table teams seek to prevent negative outcomes before they occur.

Led by CMHA Sudbury/Manitoulin, the Rapid Mobilization Table (RMT) is a partnership of 25 diverse community organizations. At the time of its launch in May 2014, the RMT was one of four Situation Tables in Ontario. That number has now grown to over 40. With this rapid growth and momentum, those leading and guiding Situation Tables identified a need to connect, share with and learn from their provincial counterparts – and the Situation Table Community of Practice (CoP) was born!

“Sharing and spreading best practice for collaborative responses to risk is very valuable as this model rolls out. It’s like having a security blanket!”

Originally founded, hosted and administered by CMHA Sudbury/Manitoulin, the CoP is considered a “grass roots” network of practitioners. CoP members, now over 80, represent 40+ communities. Their shared goal is to build capacity to implement promising practice for Situation Tables across Ontario. Since its formation in early 2015, it has grown to include an e-mail distribution list, monthly teleconferences, and face-to-face meetings.

A recent survey confirmed that participants identified great value in CoP membership. Specifically, members commented on how the CoP has enhanced their ability to share knowledge, tools and best practices, network with colleagues, find solutions to challenges, and receive updates from provincial stakeholders.

40+ Situation Tables

80+ Diversion and Court Support
Health Promotion Updates

CMHA Sudbury/Manitoulin continues to find new ways to create more awareness about mental illness and addictions in our communities. We are tackling stigma and raising funds to support our programs and services by developing more partnerships and growing existing ones with committed businesses, organizations and groups. All events, fundraisers, and training opportunities throughout the year proved successful thanks to CMHA staff, our Board of Directors and all our passionate volunteers.

- **74+** Community outreach
- **935** Facebook page likes
- **2,987+** individuals reached
- **34** Ride Don’t Hide participants
- **$5,000+** donations to support Ride Don’t Hide
CMHA Sudbury/Manitoulin participated in the Excellence through Quality Improvement Project (E-QIP), an initiative of Addictions and Mental Health Ontario, CMHA Ontario and Health Quality Ontario. E-QIP supported various community mental health and addiction service providers in enhancing their Quality Improvement (QI) practices. Over a period of six months, the project team participated in workshops, training sessions, and receive specialized data and quality coaching to increase hand hygiene self-audit completion rates among staff.

Proper hand hygiene is one of the most effective ways to minimize the risk and spread of infection and it is also defined as a standard of excellence by Accreditation Canada. Among staff at CMHA Sudbury/Manitoulin, the measurement of hand hygiene compliance was infrequent and the rates of self-audit completion were inconsistent. We recognized the potential impacts these inconsistencies could have on staff health and safety so we quickly got to work defining the root causes of the problem, collecting and analyzing baseline data and developing change ideas.

To date, the team has implemented several change ideas including refining the tool and making it available electronically, increasing the frequency of self-audits and identifying “Hand Hygiene Champions” at each program site. From these changes, we are hoping to engage more effectively with off-site program staff, increase data collection and analysis and distribute messaging that centers on the importance of hand hygiene to health and safety.

The scope of this project was narrow but we have already had the opportunity to apply the learnings from E-QIP to other quality improvement initiatives throughout the agency.
Off The Street (OTS) Emergency Shelter

Off The Street (OTS) has worked with over 42 services/agencies over the past five months to assist 1,407+ individuals seek housing, treatment, outreach services, and additional medical, psychosocial, counselling and other services.

L’Association des Jeunes de la Rue (outreach services) played a key role in the referrals and housing support for the OTS shelter which ran five days a week (Monday – Friday) from 8 pm -11 pm. Staff worked inside the shelter with individuals to provide services and referrals.

The Greater City of Sudbury worked closely with CMHA to support services, staffing and advocacy to local businesses in the immediate area. Together we addressed safety concerns with community partners and individuals.

Each night, Réseau Access Centre and Sudbury Action Centre for Youth provided outreach on the streets to help vulnerable individuals find a temporary bed and a warm, safe place to sleep. Coming inside the shelter enabled relationships to form with at risk individuals in hopes of achieving better health and social outcomes, including providing access to housing which is a key factor in recovery.

The Native Friendship Centre had staff come into the shelter to connect with the Aboriginal participants and offer their services and support to the individuals.

These relationships were vital in the success of the shelter. CMHA continues to build on these relationships in servicing our individuals and to provide continuous improvement to the system.

Thanks to our police and EMS advocates who brought individuals to the shelter and provided exceptional response and support to individuals and staff inside the shelter (i.e. spoke with individuals on safety and appropriate behaviour, medical support, etc.)
Supporting Vulnerable Tenants through Creative Partnerships and Collaboration

In December of 2015, a partnership was created between the Manitoulin-Sudbury District Services Board and CMHA Sudbury/Manitoulin to pilot a Transitional Community Support Worker program. The overarching goal of the program is to maintain and sustain housing for vulnerable tenants.

The program provides six to nine months of ‘in house’ support to enhance daily living skills and maintain wellness. Short term activities include crisis planning, hospital diversion and referrals to community resources.

**30%** *Police calls decreased*

**65%** *Paramedic Services calls decreased*

*Period ending 2015-16 (pre-pilot phase) to 2016-17 (Pilot year)*

### Complexity of Issues and Areas of Support Summary

<table>
<thead>
<tr>
<th>Areas of Support</th>
<th>Tenants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 area of support</td>
<td>9</td>
</tr>
<tr>
<td>2 areas of support</td>
<td>5</td>
</tr>
<tr>
<td>3 areas of support</td>
<td>14</td>
</tr>
<tr>
<td>4 or more areas of support</td>
<td>17</td>
</tr>
</tbody>
</table>

**Total Case Load**: 45 Tenants

### Tenant Impact and Improvements to Quality of Life

<table>
<thead>
<tr>
<th>How often did you experience the following:</th>
<th>Three months prior to receiving support?</th>
<th>During the six to nine months you received support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of Emergency Medical Services (EMS)</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Admitted to Hospital</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Crisis Line or Warm Line</td>
<td>90</td>
<td>12</td>
</tr>
<tr>
<td>Involvement with Police</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Risk of Homelessness</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Notice of Eviction</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

124 18
Financial Report

Revenue

- LHIN: $5,511,490
- Bricks & Mortar: $416,707
- Rent Supplement: $503,200
- General Fund Type 3: $542,103
- MCYS Youth Crt/ Div: $88,199
- Attorney General: $14,040
- Off the Street Shelter: $249,366
- Other: $2,200
- Rent: $151,364

Total: $7,478,669

Expenses

- LHIN: $5,43,457
- Bricks & Mortar: $494,524
- Rent Supplement: $503,200
- General Fund Type 3: $159,054
- MCYS Youth Crt/ Div: $88,199
- Off the Street Shelter: $251,566
- Espanola Pilot: $53,220
- Kingsmount: $24,095
- Victoria Street: $30,115

Total: $7,147,430

For a full copy of the Audited Financial Statements please contact the office.