



Canadian Mental  
Health Association  
Sudbury/Manitoulin  
Mental Health &  
Addiction Services

Association canadienne  
pour la santé mentale  
Sudbury/Manitoulin  
Services de santé mentale  
et de toxicomanie



# Annual Report

2018 / 2019

Canadian Mental Health Association  
Sudbury/Manitoulin



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## Board of Directors 2018/2019

### **President**

Kari Gerhard

### **Vice-President**

Nicholas Kuchtaruk

### **Board Treasurer**

Christophe Leduc

### **Directors**

Carolyn Cameron

Lynn Signoretti

Andrew Shaw

Donna Stewart

Jessica Grenier

Renée Laferrière

Mark Fraser (resigned February 2019)

# Message from Board President



**Kari Gerhard**  
Board President

Another twelve months has passed, and I am amazed, once again, by all that the Canadian Mental Health Association - Sudbury/Manitoulin (CMHA-S/M) team has accomplished. The ground-breaking ceremony at 200 Larch Street celebrated a major step in realizing a forever home for the Managed Alcohol Program, the Off the Street Shelter, and other services to be provided by community partners. It is exciting to see the Lourdes Street project moving forward as well. We have engaged in the beneficial and successful processes of accreditation and strategic planning, with very positive results. This was due in large part to the collaboration, commitment and hard work of staff in all areas of the organization.

We are very grateful for all our community partners and would like to specifically acknowledge the staff and council of the City of Greater Sudbury and the Greater Sudbury Police Services. Their commitment has been exemplary. Additionally, our shelter space was not available last winter due to the construction at Larch Street, but thanks to generous support and cooperation of the Church of Christ the King, we were able to continue to provide a low barrier shelter for the vulnerable people in our community.

Our CEO, Marion Quigley has indicated her plan to retire this year. We have been extremely fortunate to have Marion leading the CMHA team for so many years. Her incredible commitment to providing high quality mental health and addiction services, ensuring equitable access to housing and care for our community, and supporting CMHA and its staff is a testament to the legacy she leaves behind.

The coming year will be one of significant transition and we will be facing many changes and unknowns. From a new leader and leadership team, to the new structure of our provincial health care funding, to new partnerships, I have no doubt that CMHA-S/M will rise to the occasion and embrace new connections and collaborations to support healthy people and communities through advocacy and the provision of safe, inclusive, and accessible mental health and addictions services.

# Message from the CEO



**Marion Quigley**  
Chief Executive  
Officer

As I write this report, I realize it will be the last time I am able to reflect on the work of CMHA-S/M. I will be retiring at the end of February 2020. When I made the decision, it seemed a long time away but now time is moving quickly.

What I have learned over the many years in healthcare is that things are always changing, and we need to be progressive and move forward. The board, staff, volunteers and the individuals we work with have all embraced change to ensure good mental health and addiction services. Quality and accountability are important and we are extremely proud of the work we do in this area.

Last year we renewed our strategic plan, prepared for accreditation, started renovations at 200 Larch Street Place, enhanced our clinical and residential programs, and operated the “Off the Street Shelter” in a temporary location. Everyone was very busy.

Over the next few years we will see changes in how the government funds and plans for healthcare. Ontario has introduced legislation to restructure the healthcare sector across the province. CMHA branches are well-positioned to be a partner and leader in Ontario Health Teams (OHTs). OHTs represent a new model of localized, integrated healthcare delivery. Under this new model, health service providers will

partner to form OHTs that are responsible for care delivery, funding, and care coordination across a specific geographic area.

The government has clearly identified the mental health and addictions sector as one of the partners for inclusion in an OHT. Together with its historic \$3.8 billion, 10-year investment to our sector, the government is demonstrating its commitment to mental health and addictions.

Through planning and hard work, we continue to see many individuals meet their goals. Our staff are always enhancing and acquiring new skills and our programs are thriving. We cannot do this in isolation. As an organization, we value community partners and know we wouldn't accomplish these successes without your help, so - THANK YOU!

We often ask people what they are most proud of. Upon reflection, I am proud of the staff teams we have built, the relationships we have developed and the services we provide in the communities of Manitoulin, Espanola and Sudbury.

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

# 200 Larch Street Update



Construction at 200 Larch Street began on March 25th, 2019.

The renovation and retrofit of 200 Larch Street is Phase 1 of the Home For Good project, funded by the Ontario Ministry of Housing. The completed building will provide a permanent location for the Off the Street (OTS) Emergency Shelter, Harm Reduction Home, Sudbury District Nurse Practitioner Clinics' third location, and other services and programs for the community.

A very successful ground-breaking ceremony was held at 200 Larch Street on February 4th, 2019.

CMHA-S/M received two additional grants to assist with construction costs for 200 Larch Street Place.

An Ontario Trillium Foundation grant for \$135,000 and the Home Depot Community Impact grant for \$10,000 will provide support with capital costs. Additional funding applications are pending.

This project has allowed our organization to develop, maintain, and strengthen numerous partnerships within our community. The Sudbury District Nurse Practitioner Clinics' (SDNPC) third location will be opening within 200 Larch Street Place. This new partnership with SDNPC has allowed the objectives for 200 Larch Street to expand and include primary care programs and services that are essential for the City of Greater Sudbury.

CMHA- S/M is very enthusiastic about this project and the impact it will have on our community.

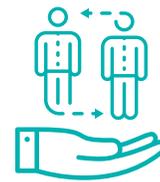
# Community Mobilization

Community Mobilization Sudbury (CMS) brings together more than 25 organizations from a variety of sectors including health, children's services, policing, education, mental health and addictions, housing and municipal services to help those at extremely high risk of imminent harm or victimization. Community partners can refer situations to the Rapid Mobilization Table (RMT), where they meet twice a week to collaboratively identify situations of risk as part of a focused and disciplined discussion. Once identified, all necessary agency partners participate in a coordinated, joint response to ensure those at risk are connected to appropriate, timely, effective and caring supports.

In previous years of CMS activity, the RMT responded to approximately 100 situations per year. 2018 marked a significant increase in the number of referrals, with 253 situations brought forward to the table, more than doubling the 114 referrals brought forward in 2017. A total of 2,629 distinct risk factors were identified and 223 individuals were directly helped as a result of the RMT responses. Partner agencies have a good understanding of the RMT and threshold of risk, and the strong, mutual trust among partners contributes to the success and effectiveness of the table.

In 2018, a new situation table was developed to help those at high risk in Espanola and the surrounding communities. The Espanola and Area Situation Table (EAST), was officially launched in October 2018. This table follows a similar process to the RMT but meets on an ad-hoc basis when a situation has been identified. Currently, 18 organizations are represented at EAST, and a total of four presentations have been brought forward since its inception.

As lead agency for the CMS partnership and EAST, CMHA-S/M wishes to sincerely thank all our partners, stakeholders and, most importantly, the RMT and EAST teams! Your enthusiasm, persistence and caring continues to make a huge impact on those you support and on the well-being of our communities.



253

referrals received



2,629

distinct risk factors  
were identified



223

individuals were  
helped through RMT

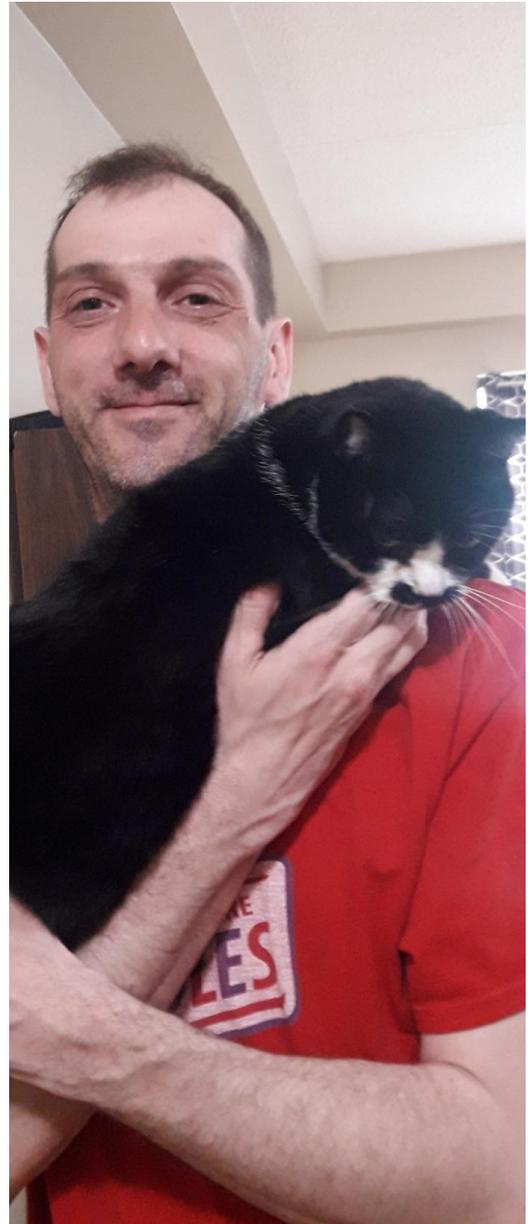
# An Individual's Story

During the winter months, Mike Vince was brought to the Off the Street (OTS) emergency shelter by Greater Sudbury Police Services (GSPS). Mike had been evicted from his home and was living outside with his cat, Peaches. This was the first time he had experienced homelessness. He had sustained injuries due to living outside and had discharged himself from the hospital against medical advice. Mike was not willing to be separated from his beloved cat – his only companion. For that reason, he was not agreeable to seek treatment for his injuries. While at OTS, Mike was notified by staff that CMHA-S/M was accepting housing applications the following day. Staff made arrangements for him to attend the office with his cat.

The following morning, Mike was also presented to the Rapid Mobilization Table (RMT) by Greater Sudbury Police Services (GSPS). Supporting RMT agencies included CMHA-S/M, GSPS, Greater Sudbury Paramedic Services, Health Sciences North (HSN), and the City of Greater Sudbury Social Services. Unbeknownst to the RMT team, Mike had also presented to CMHA-S/M for housing support and was in the CMHA lobby with his pet.

As part of the RMT response, the team met with Mike and quickly got to work finding temporary shelter for his cat and supporting him through the completion of a housing application. This helped ease his worries and he agreed to attend the hospital for re-assessment. He was transported to HSN by GSPS and other RMT members. Paramedics brought the cat to its temporary home, where it also received free medical attention.

As a result of the RMT team's response, as well as the CMHA-S/M's residential housing program, Mike was housed and reunited with his cat within a week. He is continuing to receive support from CMHA-S/M and is extremely grateful for the assistance he received.



# New Advisory Council Launched

Redirecting efforts towards continuous quality improvement and our strategic plan commitment to inclusion, a new Individual & Care Partner Advisory Council was launched in May 2019. This council is made up of people with lived experience of mental health and/or addictions (either direct or as care partners) and who identify in a positive state of recovery and wellness. They will play a key role in providing perspective and recommendations into CMHA-S/M programs, services, and policies. In collaboration with staff, council members will contribute to a CMHA that provides meaningful, relevant and caring services to those we support.

# Quality Improvement for Case Management

CMHA-S/M provides support to individuals using a recovery-oriented approach. The case management psychosocial rehabilitation program supports individuals to make changes in unfulfilled environments of their life. This year, CMHA-S/M experienced a rise of individuals seeking mental health services resulting in significant delays for entry into service.

In order to address these delays, CMHA-S/M initiated a quality improvement project to manage wait times and safeguard effective and efficient services. Evidence revealed that individuals have better care and health outcomes within a collaborative practice model of care.

This new model is a philosophical shift for health providers and individuals. Traditionally, single care providers were assigned new individuals based on worker availability and caseloads. The new model brings a team together where clients are at the centre

of care. Practitioners use their combined knowledge, training and abilities to help people achieve their goals. The collaborative model of care makes the best use of resources, while focusing on improved care through enhanced communication and collaboration.

In addition to the collaborative model, evidence reveals that service delivery improves when standard operating procedures are implemented. Setting up consistent step-by-step processes helps workers carry out complex routine operations. The aim is to achieve efficiency, quality output and consistency in practice, while reducing miscommunication and inconsistencies with service delivery.

One quality improvement project has resulted in improved service delivery and zero-wait time to service initiation with no impact to service quality.

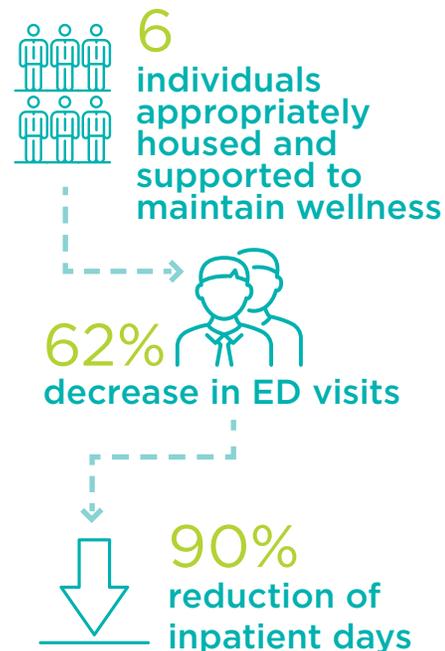
# Partnership with a Purpose

CMHA-S/M in partnership with Health Sciences North (HSN) and the Greater Sudbury Housing Corporation (GSHC) completed a housing pilot project that ran from November 2017 to October 2018.

In 2017, there were 831 individuals who accessed emergency homeless shelters in the City of Greater Sudbury (CGS). In addition, HSN's acute inpatient psychiatry unit was experiencing a growing trend of alternative level of care (ALC) patients who were homeless or had inadequate housing. These individuals could not be discharged without a safe place to stay, resulting in unnecessary and extended hospital stays, beyond their requirement for acute care services.

The objective of this housing pilot project was to reduce the number of ALC patients and re-admissions to hospital and to appropriately house individuals to maintain their wellness and home environments. The goal was to have six individuals from HSNs mental health ALC care beds successfully housed in six designated units by July 2018. The partnership (HSN, GSHC, CMHA-S/M,) was able to provide a coordinated response for six individuals to be transitioned from mental health ALC care beds to the community units supplied by GSHC. All six also received support from the CMHA-S/M Transitional Community Support (TCS) program. The TCS program provided short term, goal orientated support to enhance daily living skills to maintain wellness and stable housing and reduce the risk of crisis, hospitalization and homelessness.

At the end of the pilot, six individuals were successfully housed. They completed a survey at the beginning and at the end of their involvement with the pilot. The results indicated significant change in their level of satisfaction across eight wellness domains – an overall improvement from 20 per cent satisfaction to 79 per cent satisfaction. In addition, presentations to the HSN emergency department and Mental Health Crisis program decreased by 62 per cent and inpatient days at HSN were reduced by 90 per cent.



# Strategic Plan

## 2019-2022

### New Strategic Plan

CMHA-S/M undertook a strategic planning initiative in September 2018 with the goal of developing a new three-year Strategic Plan. With the guidance of a consultant from Vision & Results, CMHA's new 2019-2022 Strategic Plan was launched April 1st, 2019.

Strategic planning activities actively involved internal and external stakeholders. CMHA-S/M Strategic Planning Staff Champions completed focus groups with all staff members to identify agency strengths, weaknesses and aspirations. Peer Outreach Workers from our partner agency NISA/Northern Initiative for Social Action spoke to community members to understand the consumer experience and identify opportunities for the CMHA strategic plan.

### Strategic Planning Retreat

In November 2018, a Strategic Planning Retreat was held at Collège Boréal with all CMHA-S/M staff and board members. This provided us with the opportunity to celebrate our agency's strengths and accomplishments as well as discuss our vision, purpose, values statements, strategic goals and directions for the future.

A special thank you goes to our strategic planning staff champions, peer outreach workers and steering committee members for their leadership throughout the strategic planning process. Thank you to all CMHA-S/M staff, board, partners and stakeholders for helping to shape a strategic plan that lays a strong and positive foundation for the years ahead.



#### VISION

Thriving communities that nurture recovery, resilience and hope for all.



#### PURPOSE

To support healthy people and communities through advocacy and the provision of safe, inclusive, and accessible mental health and addictions services.



#### VALUES

Person-Centred  
Inclusive  
Equitable

Innovative  
Collaborative  
Accountable



## STRATEGIC DIRECTIONS



Improve Health Equity



Lead Mental Health & Addiction System Transformation



Build a Healthy & Sustainable Organization

## STRATEGIC GOALS

- Improve mental health and addictions service equity and quality.
- Address mental health and addictions program/service gaps.
- Lead mental health and addictions system integration and transformation.
- Be an employer of choice in our community for talented and highly skilled staff and volunteers.
- Build an organizational infrastructure to support our expanding scale of operations to improve the quality and efficiency of services in our community.
- Establish new sources of funding and funder relationships.

# Health Promotion

## Updates

Mental Health Promotion programs lead and support community activities which promote positive mental health. CMHA-S/M leads the way by helping to raise awareness about mental illness and addictions. Thank you to staff, the board of directors and our dedicated volunteers who have contributed to another successful year of health promotion activities.

### Health Promotion Program: Updates & Fundraisers



5,356

community interactions  
(workshops, presentations,  
booths and events)



1,330

student interactions  
(secondary and post-  
secondary)



84

NOJHL and OHL  
players trained  
through Talk Today



workshops  
delivered



certified

safeTALK

13

190

ASIST

3

65

Mental Health  
First Aid

16

353

### Social media engagement



21,500

Facebook users  
reached



93,668

Twitter impressions  
generated

## Fundraisers:

### BBQ for Mental Health

Organized by Sudbury Credit Union (south end branch), the BBQ for Mental Health is an annual fundraiser that promotes mental health and wellbeing in the community. In May, the Sudbury Credit Union hosted their 6th annual BBQ for Mental Health and raised \$3,736 for CMHA-S/M.



### Ride Don't Hide

In Sudbury, 35 riders and 10 virtual riders participated in Ride Don't Hide. They raised over \$5,000 for local community mental health programs, reaching CMHA-S/M's goal for 2018. The money raised is going towards essential mental health and addictions programs in our communities, workplaces and schools.



# Off the Street Shelter

## Shelter Season 2018/19

This season the Off the Street (OTS) emergency shelter was temporary located at Church of Christ the King, located at 21 Ste. Anne Road. The season ran from November 1, 2018 to April 15, 2019. It served over 460 uniquely identified individuals and helped permanently house over 30 people.

The OTS staff successfully provided services to individuals with supports from over 20 community partners and volunteers throughout the season. Each week, the following agencies provided onsite services to help 'reach in' and support shelter users:

- L'association des jeunes de la rue
- N'Swakamok Native Friendship Centre
- Collège Boréal
- Réseau Access Network

In addition, the downtown church volunteer group provided homemade, hearty soups every week. The group is made up of representatives from Christ the King, All Nations, Ste. Anne's, Trinity Evangelical Lutheran, Church of the Epiphany and St. Andrew's churches.

The program received many generous donations from community members and groups. Contributions ranged from gift bags, blankets, personal needs items, socks and clothing, gift cards and monetary donations.

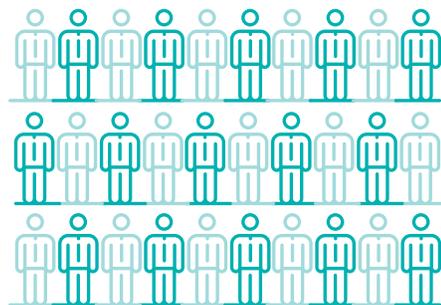
This season would not have been possible had members of the Church of Christ the King not welcomed us into their space.

Beginning November 2019, OTS will have a permanent location at 200 Larch Street Place and will open on November 1, 2019.



460

uniquely identified individuals



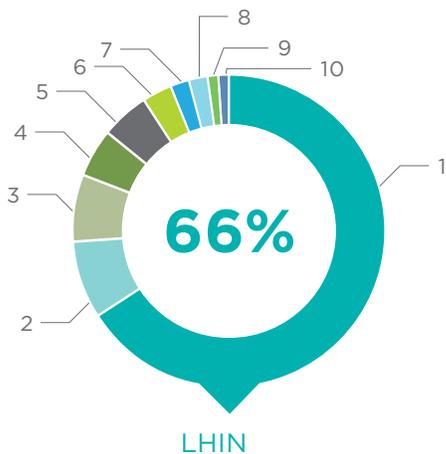
30

people permanently housed

# Financial Report

CMHA Sudbury/Manitoulin for year ending March 31, 2019.

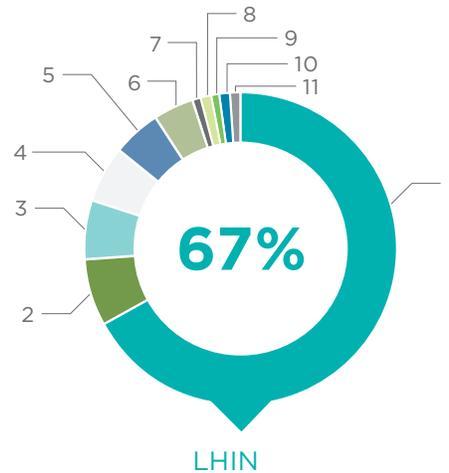
## Sources of Revenue



1	● LHIN	\$6,003,739	66%
2	● General Fund Type 3	\$704,842	8%
3	● Rent Supplement	\$634,600	7%
4	● City of Sudbury - Off the Street Shelter	\$499,813	5%
5	● Bricks & Mortar	\$423,514	5%
6	● City of Sudbury - 200 Larch Street	\$242,485	3%
7	● Espanola/ Manitoulin DSB	\$210,000	2%
8	● Rent	\$186,272	2%
9	● Trillium	\$122,000	1%
10	● MCYS Youth Crt/ Div	\$88,199	1%
11	● City of Sudbury - TCS program	\$42,000	-

**Total \$9,157,464**

## Spending by Program



1	● LHIN	\$5,955,604	67%
2	● Rent Supplement	\$634,600	7%
3	● Off the Street Shelter	\$551,760	6%
4	● Bricks & Mortar	\$509,645	6%
5	● Larch Street	\$471,669	5%
6	● General Fund Type 3	\$354,345	4%
7	● Kingsmount	\$121,294	1%
8	● Espanola/ Manitoulin DSB/ Sudbury TCS	\$103,568	1%
9	● MCYS Youth Crt/ Div	\$88,199	1%
10	● Espanola RMT table	\$65,227	1%
11	● Victoria Street	\$27,876	1%

**Total \$8,883,787**

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



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Services de santé mentale  
et de toxicomanie



years of  
community  
ans dans la  
communauté

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# Contact Us

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**Ontario**

North East Local Health  
Integration Network

Ontario  
Trillium  
Foundation



Fondation  
Trillium  
de l'Ontario

An agency of the Government of Ontario  
Un organisme du gouvernement de l'Ontario

