

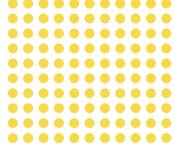
annual **2020/2021**  
report



canadian mental health association –  
**Sudbury/Manitoulin**



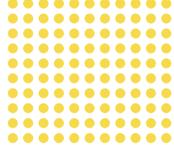
Canadian Mental  
Health Association  
Sudbury/Manitoulin  
*Mental Health &  
Addiction Services*



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## A message from board chair & ceo

Reflecting on the past year, you would think it was all about the pandemic. Although the focus was motivated by COVID-19 our staff's work has been a demonstration of resilience, teamwork, new learnings and experiences, overcoming challenges, and holding hope.

I am so inspired by the hard work of the CMHA-Sudbury/Manitoulin (CMHA-S/M) staff and leadership. They rose to every change and pivoted to meet the community's needs. CMHA-S/M took the lead in partnership with the City of Greater Sudbury to provide great services to our homeless population. We had only been in our new home at 200 Larch for a few months when we moved temporarily to a motel to provide physical distancing and a safe environment for our Off the Street shelter patrons. A supported isolation centre became operational early in the fiscal year to deal with the challenges imposed by the first wave of the pandemic. Our leadership worked around the clock to ensure smooth transition and continuous service. Frontline staff were redeployed to our essential services and provided remarkable support to individuals.

Construction continued on 200 Larch and our Harm Reduction Home, now called Healing with Hope, moved to its new home in August. With the transformation of 200 Larch into a health hub, we now offer alternatives to service for the most vulnerable individuals in our community. Our complementary services from the Sudbury District Nurse Practitioners Clinic, Healing with Hope and our Off the Street Emergency shelter, with additional capital investment, ensures safe public health measures are in place.

With the changes in priorities and planning over the past year, CMHA-S/M staff committed to excellence in the services delivered, and the CMHA-S/M Board of Directors provided leadership, expertise and support throughout this process. As we continue to work closely with community partners, we can strategically plan and provide mental health and addictions services to individuals, coordinate services, and respond to urgent needs.

This past year has, without a doubt, demonstrated resilience, strength and commitment to our community. I am proud to be part of this amazing team, and want to express gratitude to our staff, leadership team, and board.



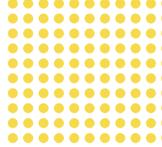
**Christophe Leduc**

Board Chair, CMHA - Sudbury/Manitoulin



**Patty MacDonald**

CEO, CMHA - Sudbury/Manitoulin



## Governance and strategy



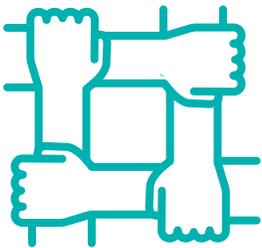
### VISION

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:** We build on the strengths of people and support their unique needs and situations.

**Inclusive:** We welcome and treat everyone with dignity and respect.

**Equitable:** We advocate for social justice, the removal of systemic barriers and communities in which every member has an opportunity to achieve optimal mental health and wellness.

**Innovative:** We use evidence and best practices and continuously improve what we do.

**Collaborative:** We work closely with the people we serve, our colleagues, partners and funders to achieve collective outcomes.

**Accountable:** We use our resources wisely and are transparent with our stakeholders.

## Board of directors

*Chair & Treasurer /*  
**Christophe Leduc**

*Vice chair /* **Renée Fuchs**

*Past chair /* **Kari Gerhard**  
*(resigned November 2020)*

*Directors /*

**Jessica Blaauw**

**Jessica Grenier**

**Jennifer Gibb**

**Nishi Gupta**

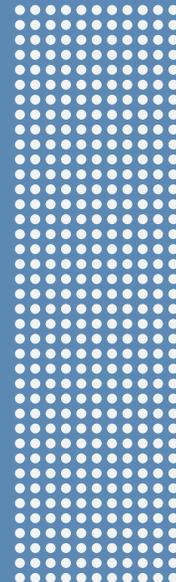
**Renée Laferrière**  
*(resigned June 2020)*

**Amanda Minutti**

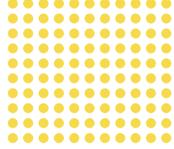
**Paula Morrow**

**Marnie Staffen**

**Donna Stewart**  
*(resigned June 2020)*



**here's  
what we've  
been up to  
this year.**



## COVID-19 initiatives

### SUPPORTING INDIVIDUALS, STAFF AND COMMUNITIES DURING COVID-19

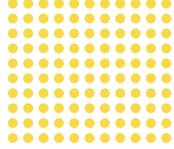
As we prepared last year's annual report, we were at the beginning of the COVID-19 pandemic. We had no way of knowing the scope or complexity of issues that would be faced over the year ahead. We were, however, reluctantly accepting that we were in for a "marathon and not a sprint". Unlike anything else, the COVID-19 pandemic has challenged us all – personally and professionally – to make difficult decisions, reflect on our actions and think creatively about ways to take care of ourselves and each other. CMHA-S/M is extremely proud that, throughout all stages of the pandemic, we have continued to provide access to safe and accessible mental health and addictions services across our communities. Here are a few examples of the innovative initiatives fueled by the challenges of COVID-19.

### ENHANCED INFECTION PREVENTION AND CONTROL

Infection Prevention and Control measures are a core element of everyday practice across CMHA-S/M programs. In response to the pandemic, our teams stepped up their efforts – building our internal knowledge and expertise to effectively respond to ever-changing COVID-19 recommendations. In consultation with staff, and guided by examples from across the sector, the CMHA Return to Workplace Framework was developed. Aligned with the provincial COVID-19 Response Framework, this set of tools has enabled us to quickly adjust our practices based on provincial restrictions and prevention measures. The framework continues to guide our teams through all elements of service delivery – ensuring the safety of staff, community partners and those receiving CMHA-S/M supports.

### PARTICIPATION IN LOCAL COVID-19 RESPONSE PLANNING

Effective collaboration with partners has been an essential component of local COVID-19 response efforts. From the early days of the pandemic, CMHA-S/M has been an active participant in a variety of local and regional planning forums. CMHA-S/M has been able to contribute to pandemic response efforts including: human resource capacity planning across the mental health and addictions sector; vaccine prioritization for health care workers and individuals who are homeless or precariously housed; implementation of rapid COVID-19 testing and supports for infection prevention and control within congregate settings. Most notably, the CMHA-S/M team demonstrated a truly person-centred and inclusive approach to community outbreak response. Teams provided direct support to individuals impacted by outbreaks and contributed to processes that effectively prevented community spread. They pushed beyond their typical roles and scope to provide supports most needed, where needed, when needed.



## COVID-19 initiatives

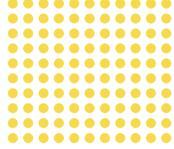
### RELOCATION OF THE OFF THE STREET SHELTER AND ESTABLISHMENT OF THE SUPPORTED ISOLATION CENTRE

All members of our community deserve opportunities to be safe and healthy. During a pandemic, these include opportunities to maintain our physical distance from others. In April 2020, with support from the City of Greater Sudbury and community partners, CMHA-S/M's Off the Street (OTS) emergency shelter temporarily moved from its home at 200 Larch Street, to Canada's Best Value Inn on Regent Street. Temporarily moving the program helped to ensure individuals could safely practice physical distancing and self-isolate when needed. Following renovations at 200 Larch Street that included the addition of wall dividers and sleeping pods, the OTS shelter returned to its home location in September 2020.

While most of us are able to follow public health recommendations, such as isolating at home when we have symptoms, those who are homeless do not have this opportunity. When planning the temporary move of OTS shelter, CMHA-S/M worked with partners to develop a Supported Isolation Centre (SIC) on the second floor of the hotel. SIC provided opportunity for those who were homeless or without appropriate housing to safely isolate while they awaited the results of a COVID-19 test or following a diagnosis of COVID-19. The centre was staffed 24/7 by CMHA-S/M shelter workers with support from clinical providers, primary care, specialists and community service providers. Although no longer in operation at the hotel, CMHA-S/M continues to maintain alternate pathways to supported isolation, in collaboration with community partners.

### INNOVATIVE APPROACHES TO CMHA-S/M SERVICE DELIVERY

Across CMHA-S/M programs, teams were faced with the need to think creatively about how to provide effective supports amidst lockdowns and quarantines. For those we support, access to mental health and addictions services was needed now more than ever. Sincere gratitude goes to all CMHA-S/M staff whose flexibility and resilience ensured that individuals were well supported. Examples of these efforts include: staff redeployments to essential programs such as the Off the Street shelter or residential programs; shifts to phone and online visits with individuals; virtual court support provided by our justice team; enhanced outreach efforts from our housing case managers as they supported individuals through lockdowns and isolation. In addition to the work of our front-line staff, huge thanks are owed to our administrative, finance, and property teams who kept everything going amidst the constant change and challenges of the pandemic – no small feat. Thank you to all of the CMHA-S/M team – your support of individuals, our communities, and each other during the past year is greatly appreciated.



## 200 Larch

### NOW OPEN!

We are so happy to announce that construction at 200 Larch has been completed and that the building is fully operational. The Off the Street Emergency shelter, Healing with Hope (Harm Reduction) Home, and Sudbury District Nurse Practitioner Clinics' third location are all operating within the building.

The Off the Street Emergency shelter had temporarily relocated to Canada's Best Value Inn in response to COVID-19 but has now returned to 200 Larch. To ensure the shelter was meeting public health guidelines for infection prevention and control, custom dividers were constructed and installed at 200 Larch to provide separated sleeping areas for each individual. There is a 35 bed capacity within the shelter, including several beds that can be allocated as isolation beds during the pandemic.

The Healing with Hope Home supports individuals who are homeless or at risk of homelessness and who are also impacted by alcohol dependence. Currently the home has the capacity for 15 residents. The program is supported 24 hours a day, seven days a week by an interdisciplinary team of professionals.

Sudbury District Nurse Practitioner Clinics' third location is open during the week at 200 Larch. The clinic provides a mix of walk-ins and scheduled appointments for primary care, foot care, counselling through a social worker, nutritional counselling, and more.

We are excited to share a virtual tour of the recently opened integrated health services hub. A special thank you to [John Rumball Photography](#) for their generous donation to create the virtual tour.

Click [here](#) for the opening remarks

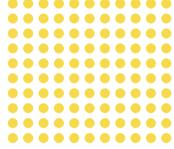
Click [here](#) for the virtual tour.



**Our goal was to remove barriers by providing one location with share resources and services for individuals struggling with mental illness, substance use disorders and chronic homelessness."**

**- Patty MacDonald**  
CEO, CMHA Sudbury/Manitoulin





## Partnerships

### NORTHEASTERN ONTARIO MEDICAL OFFICE

In October of 2019, CMHA-S/M and the Northeastern Ontario Medical Office (NEOMO) began a partnership to help individuals in greatest need of support with a holistic approach to accessing mental health, addictions and social services.

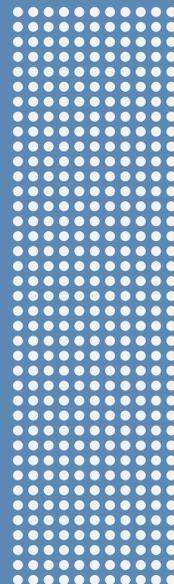
The partnership provides NEOMO patients with a clear referral pathway to CMHA case management services and direct access to case managers.

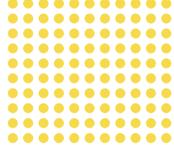
By integrating primary care and community mental health client service models, the Case Management program is helping the NEOMO team with coordinated and collaborative care, enhanced knowledge of and access to community services, assistance with securing basic needs, navigation for home care and personal supports as well as support for mental health, substance use and wellness related needs.

The pilot partnership has successfully expanded to employ a dedicated case manager attending onsite at the NEOMO office twice each week. Since inception, NEOMO has referred over 155 people to CMHA case management services.



**155 PEOPLE REFERRED**  
from NEOMO to CMHA





## Partnerships

### OFF THE STREET EMERGENCY SHELTER

Since the Off the Street Emergency shelter opened at 200 Larch in November 2019, the program has increased formal and informal partnerships with many community agencies. These partnerships play an important role in supporting individuals who are homeless:

#### 1. Homelessness sector:

- a. Service providers within the homelessness sector met weekly throughout the pandemic to share experiences and lessons learned.
- b. A common consent form was created by the City of Greater Sudbury which assisted with the provision of wraparound services for individuals supported by multiple partners.
- c. An Intake Worker from the Homelessness Network was available to support individuals directly at the shelter. Examples of this collaboration include joint care planning with individuals, and information sharing to support housing applications and community referrals.

#### 2. Supported isolation centre partners:

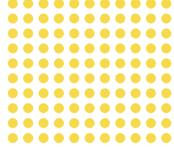
- a. Community partners including the City of Greater Sudbury, Homelessness Network, Health Sciences North and Sudbury District Nurse Practitioners Clinic have continued to meet regularly throughout the pandemic to ensure a smooth pathway for individuals to isolate when needed. Each played a key role in ensuring that appropriate supports were in place including clinical monitoring, addiction and withdrawal management supports, provision of basic needs, COVID testing, and transportation.

#### 3. Rapid testing providers:

- a. All warming centres and shelters received training to provide the BD Varitor Rapid Antigen Test
- b. Testing is offered regularly at the Off the Street shelter on Mondays and Thursdays as well as when needed and when a new individual accesses the shelter for the first time.

### SUDBURY EAST

CMHA-S/M and Sudbury East service providers identified a community need for enhanced access to local mental health supports. With the goal of assisting individuals in greatest need, partnerships were developed with the Manitoulin-Sudbury District Services Board and Centre de santé Univi Health Centre. CMHA-S/M's Case Management services have since extended across the communities of Alban, Noelville, St-Charles, Warren and Markstay. A dedicated, bilingual case manager travels twice a week to the area to provide community-based case management services. Individuals accessing services in Sudbury East have shared their positive experiences with friends and family, contributing to increased awareness of available programming across area communities.



## Highlights by program

### OFF THE STREET EMERGENCY SHELTER PROGRAM

- Staff continued to provide essential supports and care throughout the night including: therapeutic listening, exploration of a person's interest in accessing services, connecting with family and other social supports, de-escalation of anxiety, and monitoring mental health and addictions.
- Enhanced supports by scheduling a shelter worker to work during the day, providing individuals with access to services within the shelter itself rather than having to carry their belongings to another location. Onsite services include: support with goal setting, advocacy and linkages to other community services.
- Provided Naloxone training to respond to opioid poisoning. Over the past year, a designated naloxone trainer at the shelter trained all staff how to recognize signs of overdose and administer naloxone. With prompt responses and calls to 9-1-1, many lives have been saved. CMHA-S/M continues to participate with the Community Drug Strategy Committee, a coordinated approach to the prevention of harms including active planning towards a supervised consumption site.
- The co-located Sudbury District Nurse Practitioners Clinic provided both medical and social supports to individuals accessing Off The Street shelter.
- Community donations and supports, especially prior to Christmas have been overwhelming. The number of donations we receive continues to increase annually. In December 2020, the shelter program received the largest number of donations from independent community members' to-date. Thank you!

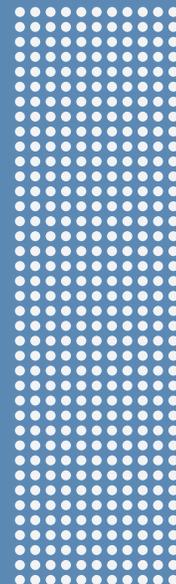


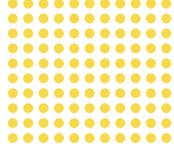
**581 INDIVIDUALS**  
received shelter services

**33 PEOPLE**  
per night, on average,  
accessed services

Average age:  
**34 YEARS**

Length of stay:  
**3.98 DAYS**





## Highlights by program

### HARM REDUCTION PROGRAM

- The program moved to its permanent location at 200 Larch in July 2020.
- Since January 2021, all staff have been trained in Trauma Informed Care.
- Other training has included: compassion fatigue, stimulant use disorder, and diabetes education.
- A program review of the Harm Reduction Home was completed in June 2020. Recommendations from the review continue to inform program planning and practice.
- Established a program steering committee in February 2021.
- First tenant council meeting was held in February 2021. Two individuals were selected to be the resident representatives to the program steering committee.
- Following a contest held with residents and staff, a new name was selected for the program in March 2021. Now known as Healing with Hope, this new name focuses on recovery and instills a sense of hope.

### CLINICAL PROGRAM: CASE MANAGEMENT

- Supported over 434 individuals to identify goals and work towards desired changes in their lives.
- Assisted individuals with navigation, referrals and access to other community programs and services.
- Trained and transitioned staff from face-to-face to virtual service delivery.
- Actively participated in the Rapid Mobilization Table and participated in collaborative, face-to-face responses to individuals at risk.

### CLINICAL PROGRAM: JUSTICE

- Adapted to the many changes in court operations in response to COVID-19.
- Attended and provided court support through videoconferencing.
- Successfully advocated for individuals to complete their diversion and have their charges dropped on schedule.
- Created a full-time Espanola/Manitoulin justice position, increasing our ability to provide court support, mental health diversion programming, and support the Mobile Crisis Rapid Response teams in our rural service area.

## Highlights by program

### CLINICAL PROGRAM: HOUSING CASE MANAGEMENT

- Secured new funding to provide high support housing case management services.
- Collaborated with the Off the Street Emergency shelter to work with those who are transitionally homeless.
- Established two new positions with a justice-housing focus, increasing collaboration with the Justice Program.
- Supported 254 individuals with housing case management services through COVID-19.
- Adjusted service delivery to meet the needs of our community by actively checking in on the wellbeing of vulnerable tenants.
- Delivered food baskets to rural areas in partnership with the Manitoulin-Sudbury District Services Board.

### COMMUNITY MOBILIZATION PROGRAM: RAPID MOBILIZATION TABLE (RMT) SUDBURY

- A total of 179 situations were presented to the RMT between April 1, 2020, and March 31, 2021. Of those, 177 (98.8%) met the CMS threshold of acutely elevated risk. RMT responses are person-centred and the response team is guided by the needs identified by the individual. Overall risk was lowered in 97 (54%) of cases and 43 (24%) were informed of services but not yet connected at time of closure. These values are slightly lower and higher (respectively) than in the previous year, however a combination of systemic barriers, including the impact of COVID-19 on the ability for partners to participate in an “in-person” response, may have impacted the closure of RMT cases.
- Each presentation required a multi-agency response with an average of 10 organizations engaged per discussion.
- The top five risk categories in RMT situations of acutely elevated risk were Mental Health (91%), Basic needs (71%), Drugs (60%), Antisocial Negative Behaviour (58%) and Poverty (57%).
- The meeting structure shifted to a virtual format using OTN in April of 2020 as a result of the COVID-19 pandemic. Partner agencies continued to respond to situations of acutely elevated risk through a combination of virtual and in person service delivery.
- Advocacy efforts with key community stakeholders and a social media campaign were used to build community awareness of RMT and to help support its sustainability.

**179 SITUATIONS**  
presented to RMT

### TOP FIVE RISK CATEGORIES:



## Highlights by program

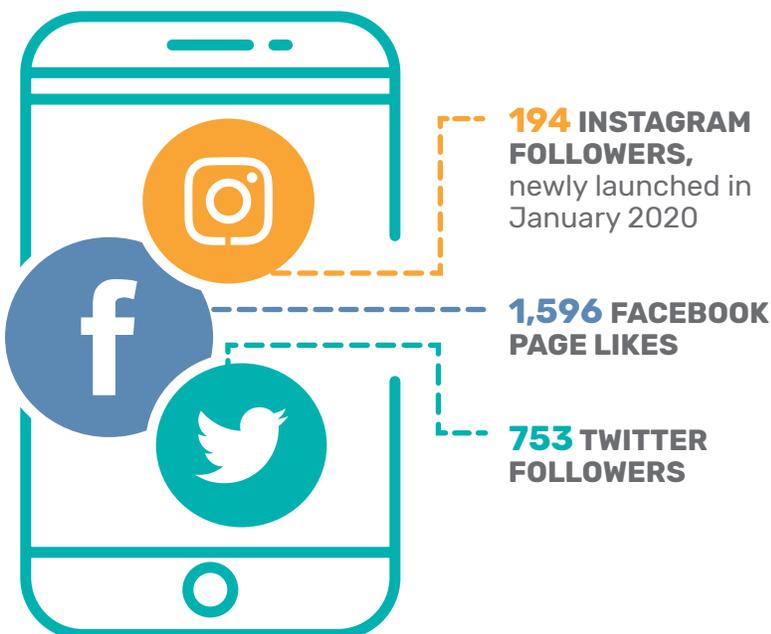
### COMMUNITY MOBILIZATION PROGRAM: ESPANOLA AND AREA SITUATION TABLE (EAST) & SUDBURY EAST MOBILIZATION TABLE (SEMT)

- Rural tables continue to operate on an ad hoc basis to support situations of acutely elevated risk. Since inception there has been a total of **13 referrals** to EAST and **three referrals** to SEMT.
- Partners are engaged in ongoing education sessions to build capacity and strengthen relationships.

### HEALTH PROMOTION & COMMUNICATIONS

- A virtual public education menu offers free, online presentations to members of the public during the pandemic.
- 53 public education sessions were delivered to community members on the following topics: mental health, stigma and language, harm reduction, substance use prevention, stress management, Mental Health First Aid, and suicide alertness training.
- Over **4,000 individuals** received mental health education from April 2020 to March 2021.

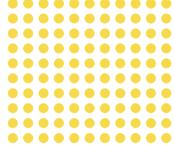
### SOCIAL MEDIA ENGAGEMENT



**13 REFERRALS**  
to EAST and  
**3 REFERRALS**  
to SEMT



**4,000 INDIVIDUALS**  
received mental  
health education



# 2019-2024 strategic plan update

6 Strategic Goals. 22 Objectives. 70 Key Actions.

## SIGNIFICANT OUTCOMES AT-A-GLANCE

As of April 1, 2021, **6 per cent** of the action items in our strategic plan have been completed.

Work has started on **95 per cent** of remaining action items, with **45 per cent** of key tasks completed.

## COVID-19 IMPACT AND EXTENSION TO A 5-YEAR PLAN

CMHA-S/M's strategic plan was approved in April 2019. Project leads were identified for all action items relating to each strategic goal. Each quarter, they are responsible for developing and implementing project work plans and progress reports. Due to the COVID-19 pandemic, there was a need to shift organizational priorities to ensure safe and seamless service delivery. As such, some projects were put on hold and others advanced more slowly than anticipated.

The current strategic plan is a three-year term, set to expire in April 2022. The development of the strategic planning utilized an extensive process with significant stakeholder, staff and board feedback. It is still relevant, accurately reflects our agency vision, purpose and priorities and there is considerable value in continued action towards existing strategic plan objectives.

With this in mind, CMHA's Board of Directors approved a two-year extension to the plan. The existing plan will be in place until September 2024.

## STRATEGIC DIRECTIONS



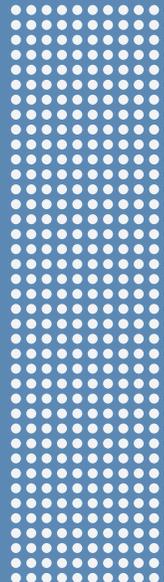
Improve Health Equity

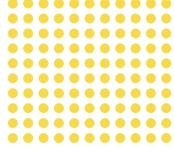


Lead Mental Health & Addictions System Transformation

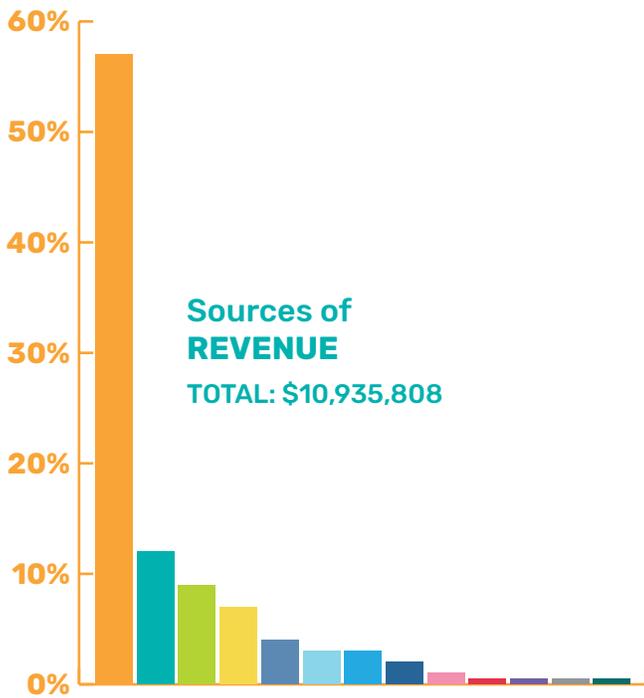


Build a Healthy & Sustainable Organization

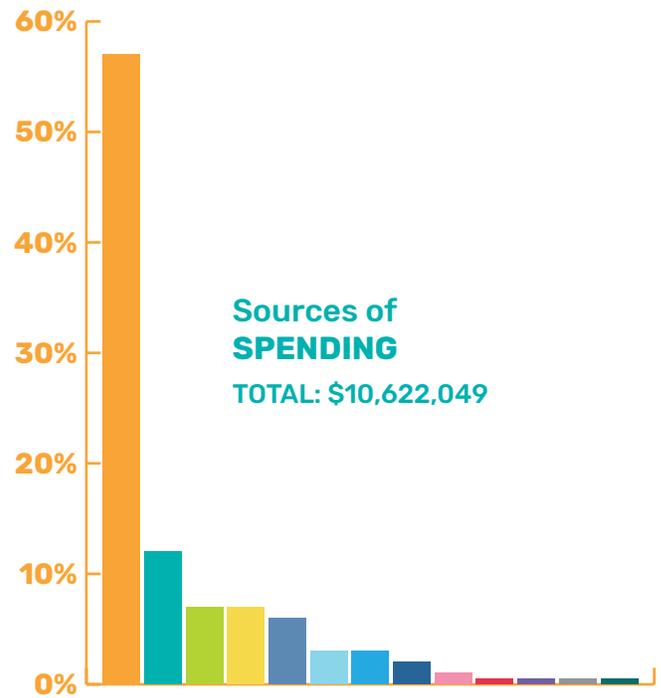




## Financial report



SOURCE	REVENUE
■ LHIN	\$6,233,669 [ 57% ]
■ Shelter	\$1,265,317 [ 12% ]
■ General Fund Type 3	\$1,018,206 [ 9% ]
■ Rent Supplement	\$798,314 [ 7% ]
■ Larch Street	\$393,289 [ 4% ]
■ Home for Good Support Services	\$330,573 [ 3% ]
■ Bricks + Mortar / Fairview	\$316,534 [ 3% ]
■ Bricks + Mortar / Moonlight	\$253,123 [ 2% ]
■ Espanola/Manitoulin/Sudbury Housing Case Management	\$116,257 [ 1% ]
■ Community Mobilization & RMT	\$69,014 [ 0.5% ]
■ MCCSS Youth Crt / Div	\$58,831 [ 0.5% ]
■ Victoria Street	\$42,132 [ 0.5% ]
■ Kingsmount Blvd.	\$40,549 [ 0.5% ]



SOURCE	SPENDING
■ LHIN	\$6,027,361 [ 57% ]
■ Shelter	\$1,265,317 [ 12% ]
■ General Fund Type 3	\$740,288 [ 7% ]
■ Rent Supplement	\$752,136 [ 7% ]
■ Larch Street	\$611,230 [ 6% ]
■ Home for Good Support Services	\$330,573 [ 3% ]
■ Bricks + Mortar / Fairview	\$310,824 [ 3% ]
■ Bricks + Mortar / Moonlight	\$252,998 [ 2% ]
■ Espanola/Manitoulin/Sudbury Housing Case Management	\$116,257 [ 1% ]
■ Community Mobilization & RMT	\$69,014 [ 0.5% ]
■ MCCSS Youth Crt / Div	\$58,831 [ 0.5% ]
■ Victoria Street	\$42,013 [ 0.5% ]
■ Kingsmount Blvd.	\$45,206 [ 0.5% ]

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



# canadian mental health association - **Sudbury/Manitoulin**



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

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 [@CMHA\\_SM](https://twitter.com/CMHA_SM)

For bequests: Canadian Mental Health Association – Sudbury/Manitoulin Charitable registration no. **10686 3939 RR000**

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