



Canadian Mental
Health Association
North Bay and District
Mental Health – Addiction – Peer Support

Association canadienne
pour la santé mentale
North Bay et District
Santé mentale – Toxicomanie – Soutien par les pair

ANNUAL REPORT 2022 2023



**CANADIAN MENTAL
HEALTH ASSOCIATION
NORTH BAY AND DISTRICT**

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Ontario Santé
Health Ontario



VISION, MISSION, VALUES



VISION

Improve the lives of our clients through leadership, collaboration, creativity, and the constant pursuit of evidence-based practices in community-based mental health, addiction, housing, and peer support.



MISSION

To promote wellness and empower individuals to achieve their full potential by providing collaborative supports and advocacy.



VALUES

Collaboration: Mutually beneficial working relationships

Equity: Inclusion of a diverse mosaic of society's cultures

Quality: Requiring increasingly higher standards in our organization

Respect: Appreciation for each person

BOARD OF DIRECTORS

Jeff Beaudoin, Chair
Jules Duchesne, Co-Chair

Directors:

Scott Berry
Brenda Holbein
Jason Long
Ken Porter

Frank Corbeil
Jack Jones
Mike Monaghan

MESSAGE FROM THE CHAIR AND CEO

Well, 2022-23 was a year of finding our new normal! As the COVID-19 pandemic restrictions slowly loosened, we worked toward offering services in-person and ensuring our clients and staff had the necessary resources to work together. We successfully consolidated many of our programs into a single location, creating an environment that encourages unity, collaboration, and more seamless access to care.

The Board would like to express its sincere appreciation to our clients, staff, funders, and community partners for working together to advance mental health and addiction care in our communities. Although there is more work to be done, we are proud to have finished our strategic plan this past year and started the process of revising governance documents and practices to comply with the new rules that come into effect for Ontario not-for-profits in 2024. As an organization, we believe we are headed in the right direction.

We identified new client initiatives and were able to move them forward. We continued to place high priority on employee and community training opportunities, such as SafeTalk and ASIST suicide intervention courses. We are proud to have provided staff with Indigenous cultural awareness training and Your Health Space workshops, which help health-care settings combat staff burnout and promote psychological well-being. We sought feedback and engaged in thoughtful conversations with team members. We looked for ways to enhance our workplace, introduced changes to employee

benefits and streamlined operational processes. We advocated locally and provincially for funding for our sector that is desperately needed to meet increasing demand for services and ensure fair compensation for workers.

Our leadership team, along with our program teams, have been reorganized, enabling us to effectively carry out the priorities that have been set. We know we can not do this work alone and we are fortunate to have many community partners through our Addictions and Mental Health Committee and our Nipissing Wellness Ontario Health Team. Thank you!

The challenge ahead will be to find innovative ways to meet the increasing requests for timely assistance. We will also devote efforts and energies to embed the principles of equity, diversity, and inclusion into the very fabric of our organizational culture.

We look forward to the coming year and the opportunity to collaborate further with all stakeholders. Together, we will continue to make a meaningful impact in the lives of those we serve.



Jeff Beaudoin
Board Chair

A handwritten signature in black ink, appearing to read 'Jeff Beaudoin', positioned above the printed name.



Mary Davis
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'Mary Davis', positioned above the printed name.

OUR 2023-2024 STRATEGIC PLAN

CMHA North Bay and District's new strategic plan embodies our goal to be leaders in mental health, addiction, housing, and peer support. Over the next few years, we will focus our collective energy on four areas: governance and operations; housing; programming; and public education and engagement. This is our compass to a stronger, more inclusive future, united in purpose and impact.



GOVERNANCE AND OPERATIONS

- Maintain sustainable and accountable governance model and operations.
- Acquire the adequate resources for effective and efficient operations.
- Provide strong leadership within the organization, and the municipality of North Bay and District.



HOUSING

- Advocate for mental health and addictions housing to meet the needs of the community.
- Ensure that the current housing stock is utilized to its maximum potential.
- Reconfigure existing housing stock and acquire future assets.



PROGRAMMING

- Maintain, expand, and monitor programs and services.
- Develop creative and innovative programming that meets the needs of our stakeholders.
- Position the organization's programming and services as leaders within the community.



PUBLIC EDUCATION AND ENGAGEMENT

- Ensure strong internal and external communications strategies.
- Facilitate collaboration and creativity to build better partnerships.
- Provide access to comprehensive mental health and addictions resources.

BY THE NUMBERS



2,115

Individuals served



1,836

New referrals through Central Access (intake)



125

Individuals helped through outreach (Healthy Community Ambassador Program)



157

Individuals received addiction services



203

Calls attended by the Mobile Crisis Rapid Response Team, which pairs a mental health nurse with an OPP officer



98%

of clients surveyed felt program staff treated them with respect



90%

of clients surveyed said the services were of high quality



85%

of clients surveyed felt the services they received helped them deal more effectively with life challenges

PROGRAMS SPOTLIGHT



ADDICTION SERVICES

Addiction Services is comprised of multilevel programming designed to meet people who are seeking assistance with their recovery where they are at.

- Residential program: a 90-day in-house treatment program designed to assist individuals with underlying issues of substance use and strategies to overcome them.
- Aftercare program: an addictions case manager provides individuals who have completed the Residential program with weekly support.
- Residential Aftercare program: provides up to six months of transitional housing to individuals who, having completed the Residential program, would benefit from recovery-based ongoing care.
- Addiction Supportive Housing (ASH) program: offers case management and housing-based support to people with substance use and mental health issues who live in the community.

Programs are based on recovery and harm reduction models that help people take steps towards abstinence or management of substance use.

The 90-day treatment program consists of 22 ministry-funded beds and six beds for federal parolees under an agreement with Correctional Service Canada. Residents participate in daily programming and groups and have access to weekly sessions with an onsite psychotherapist. Upon completion, they are linked to our weekly virtual Aftercare program.

Last year, CMHA North Bay and District began developing a transitional home to provide up to six months of residential aftercare to those who complete the 90-day program but are not yet ready to live independently. A three-bedroom townhouse within the organization's existing housing was converted, with a second unit expected to be available later in the year. The Mattawa Family Health Team and Ontario Health provided one-time funding to help purchase furnishings.

Through stable housing and supports, the Addiction Supportive Housing program helps people with problematic substance use live healthier lives. It also provides rent supplements to individuals struggling to maintain safe and stable housing. The goal is to reduce the frequency of relapse and prevent readmissions. Services are individualized and are based on housing-first and harm reduction approaches. The program serves the Nipissing catchment area. Last year, the ASH program served 60 individuals.



88

Admissions to the residential treatment program



641

Group sessions focusing on wellness, recovery and support



CASE MANAGEMENT

Our case management/outreach programs provide short-term, long-term, intensive, and low-need case management assistance to people living with mental health, addiction, financial and housing challenges. These programs are:

- Intensive Case Management
- Brief Intervention Case Management
- Community Treatment Order
- Healthy Community Ambassadors (homelessness outreach)
- Bridges Voluntary Trusteeship
- Powassan Drop-In Centre

Programs are based on case management standards and built around client-centred care and psychosocial rehabilitation. Our role is to impart knowledge and instruction on life skills, advocacy, emotional support, referrals to resources, problem-solving, coping skills, symptom/stress management and housing support as well as budgeting and financial literacy.

Case management emphasizes each person's unique strengths while ensuring that everyone is treated with dignity and respect. The objectives include promoting independence, eliminating labels and discrimination, supporting recovery and rehabilitation, encouraging growth, and improving quality of life.

Services are offered in person whether at the office or in the community, over the phone, and virtually if necessary. The COVID-19 pandemic and the merging of four legacy agencies into CMHA North Bay and District have strengthened our ability to respond. For instance, we have added a financial literacy specialist to the Powassan Drop-in Centre to assist the residents of a care home which our organization oversees as part of a provincial supportive housing program. We've also implemented digital client files and electronic budgets.

The referrals we've seen over the past year are more complex. Some of the most frequent obstacles include a lack of affordable housing, access to primary care and psychiatry.

We are actively addressing our wait lists and improved access to services.

As the organization develops and grows, client-centred care is our top priority. Every day, our case managers remain flexible, resilient, and compassionate.





HEALTH PROMOTIONS

Over the past year, Health Promotions has continued to broaden its scope and reach. This program offers education and training with the aim of reducing stigma, strengthening skills, and raising awareness of mental health and addiction issues through:

- Workshops
- Certificate training
- Presentations
- Information booths

With a \$20,000 grant from Bell Let's Talk, our Health Promoter began providing the public free access to CMHA's Living Life to the Full course. Other CMHA-licensed programs added to our repertoire were: Talk Today, which offers mental health supports and suicide prevention education to players, coaches, and team staff of the Ontario Hockey League's North Bay Battalion; In the Know, a mental health literacy program for the agricultural community; and Mood Walks, an educational walking group promoting physical and mental health.



The Health Promoter delivered four suicide alertness and intervention workshops to branch personnel and the community after receiving SafeTalk and ASIST trainer certification. She also received certification as a facilitator for Mental Health First Aid Standard.

Locally, the 2022 CMHA Mental Health Week was planned and carried out in large part thanks to Health Promotions.

We collaborated with the YMCA of Northeastern Ontario and the North Bay YMCA on two workshop series – the first geared to seniors and the other to youth – and provided mental health education to YMCA staff from across the region.

Additionally, our team undertook an engagement campaign with family doctors and nurse practitioners in the area to promote and strengthen the connections between primary care and the mental health and addiction sector and improve pathways to community-based services.



38

Community trainings, presentations and info booths



1,100

Participants reached



HOUSING

The Housing Success Team (HST) provides housing-based support for people living with mental health and addictions who reside in the organization’s supportive housing units and rent supplement units with private landlords. The team also supports tenants living in a downtown non-profit apartment complex that is part of the district social services administration board’s rent geared to income housing.

Within the HST are:

- Housing case manager: provides administrative, landlord and direct support to tenants living in CMHA North Bay and District supportive housing.
- Housing Success coordinator: provides support for various general and specialized rent supplement programs as well as private landlords.
- Housing Outreach workers: provide in-person support to tenants living in rent supplement and rent geared to income units.

Programs are based on housing ministry and health ministry standards which recognizes that housing intersects with social determinants of health, and that it is difficult to be physically and mentally healthy without a home.

HST represents CMHA North Bay and District as a member of the Nipissing District Homelessness and Housing Partnership (NDHHP), a multi-agency planning table that seeks to build and support an integrated system of services for underhoused, at risk and homeless populations. NDHHP is currently working on the Built for Zero Canada campaign, which supports the development of a community-wide Coordinated Access System to help prevent homelessness and match individuals and families experiencing homelessness to housing and support resources.

Over the past year, HST has supported approximately 113 supportive and affordable housing tenants, 78 rent supplements tenants and nine tenants of the downtown complex. HST also works in partnership with more than 45 private landlords. An information session was held in November 2022 and drew a dozen landlords and property management companies who wanted to learn more about the program.

CMHA North Bay and District is among the largest mental health housing providers in the province and looks forward to further advocating for housing to meet the needs of the community and maximizing existing housing stock to better support clients.



88%

Rent supplement clients with 12-plus months of housing tenure



45

Private landlords participate in the rent supplement program





JUSTICE

Our Justice programs assist individuals involved with the law or the criminal justice system and experiencing mental health and addictions concerns or a developmental disability.

From the moment of contact with 9-1-1, someone in crisis may be linked with one of two partnership programs with Ontario Provincial Police: Crisis Call Diversion or the Mobile Crisis Response Team. These programs provide mental health resources while helping people avoid using unneeded emergency services.

Our Youth Mental Health Court worker and Adult Mental Health Court worker help people who are involved with the court system to navigate, coordinate, and secure a forensic assessment bed as well as screening for Mental Health Diversion. Anyone charged with minor offences where mental health has been identified as a contributing factor may be eligible for diversion and upon completion, charges are withdrawn.

To lessen the risk of recidivism for those being released from custody, our staff conducts discharge planning with the client and the detention centre. Our organization received funding for a Justice Supportive Housing program, which offers clients with recurring involvement with the criminal justice system rent supplements and long-term support.

When someone is found not criminally responsible, their case is transferred to Ontario Review Board (ORB), which assesses the person's level of risk to the community. CMHA North Bay and District partners with the North Bay hospital's Mental Health and the Law program to provide individuals under the ORB with transitional case management and long-term support through forensic supportive housing.

To support those who have a dual diagnosis (an intellectual disability and serious mental health disorder), we work with the hospital's Regional Mental Health Program to offer developmental disability services such as psychiatric consultation and clinical services.



1,128
Justice visits



501
Callers assisted through
Crisis Call Diversion



PEER SUPPORT SERVICES

Peer Support is essential to the mental health and addiction system and is a key part of the programs offered by CMHA North Bay and District.

Historically, peer support was provided outside of conventional case management. With a lot of work by clients, staff, and management, it has become a vital component of the client experience across the organization.

CMHA North Bay and District's Peer Support Services operates centres in North Bay and Mattawa which offer members a wide range of social, recreational, and vocational opportunities in a supportive, judgment-free, and safe space. Last year, close to 600 clients took part in drop-in groups for anxiety and depression, grief support, and wellness, as well as peer-led Cognitive Behavioural Therapy and Dialectical Behavioural Therapy programs. Additionally, the care model was adapted last year to provide "hybrid" groups (with the choice of in-person or online), with approximately 2,045 people attending.

Education on a range of topics, from wellness to art, is delivered through collaborations with other organizations and members of the community. For instance, each month Community Paramedics come to the North Bay location to teach about various physical health themes.

Peer Support Services also offers peer-led groups in-house for clients taking part in the organization's 90-day residential addiction treatment program.

Through a partnership with the North Bay Regional Health Centre, our Peer Support Navigators work closely with ER staff and Crisis Prevention teams to support patients experiencing distress.

Family members can also access family peer support services to learn about mental health and develop coping strategies to help their loved ones.

Additionally, Peer Support Services runs a recreational program within the organization's specialized housing, providing residents with community engagement opportunities and an active lifestyle. Residents take part in a variety of activities such as bowling, volunteering with a community gardening group focusing on waterfront beautification, and going to the local YMCA, to name a few.



576

Clients participating in drop-in programs



2,045

Attendees for virtual and in-person sessions



SPECIALIZED HOUSING

Specialized Housing provides people living with mental illness and acquired brain injury with short- and long-term housing. Programs offer access to nursing, personal support, peer support and nursing case management, depending on residents' needs. Our homes work with community partners, such as the North Bay hospital, local pharmacies, as well as physicians to ensure wraparound care.

These congregate living homes are:

- Percy Place: long-term housing with 24-hour support for people with complex mental health and medical needs.
- Lakeshore Home: long-term housing with 24-hour support primarily for people with an acquired brain injury.
- Transformational Homes: side-by-side homes that provide 10 hours a day of peer support for people with mental health and/or acquired brain injury.
- Morris Transitional Home: 24-hour support and stays of six months to two years for people living with mental illness to work on identified goals to reach next stage of housing needs.

Additionally, CMHA North Bay and District oversees two privately operated homes under the provincial Community Homes for Opportunity (CHO) program and provides case management to tenants. One of these homes went through an ownership change in the past year and our branch worked with the new operator to build a positive relationship and rapport and meet the ongoing needs of residents and staff.

The overall approach for specialized housing is recovery-based and to reduce hospital admissions by providing affordable housing, meals, assistance with recreational and activities of daily living, and staffing support. The goals are to improve and stabilize the physical and mental health of residents, foster independence, encourage community involvement and integration, and enhance quality of life.

Over the past year residents continued to face pandemic-related challenges which contributed to social isolation and symptoms such as anxiety and depression. Residents were able to overcome these challenges with the support and encouragement of staff and the resumption of social activities and community events. Referrals are received from across Northeastern Ontario and our homes provide invaluable services to people who require supported living. Thanks to the compassion and dedication of our hardworking staff, we can give our residents the best care and quality of life possible.



5

Congregate living homes



35

Residents

HIGHLIGHTS FROM 2022-2023



PROJECT UNITY

When the lease for one of our buildings was due to expire, CMHA North Bay and District took the opportunity to consolidate office space. Frontline staff had also identified coming together as a means of better supporting clients through easier and more streamlined access. And thus “Project Unity” was born.

After an extensive search, we were fortunate to find an ideal space at 147 McIntyre St. West, which connects to another branch location one street over at 176 Main St. West.

The Operations team worked closely with departments throughout the design and renovation process, as well as for the “big move” which occurred in two phases in late winter 2023. This allowed departments to plan appropriately and avoid any service disruptions for clients.

The new location is both practically and symbolically the capstone of the successful integration of our four legacy agencies and relaunch as a CMHA branch.

It has not only made a difference with staff morale and retention but has created an environment more conducive to innovation and increased collaboration.

The organization was grateful to receive \$259,900 under the provincial government’s Partner Facility Renewal Program for the project.



SERVICE RECOGNITION

Congratulations to these individuals on reaching a significant milestone in their employment with CMHA North Bay and District. Thank you for being such valuable members of our team!

20 Years of Service

Amy Betzner-Massana

10 Years of Service

Debbie Geddes

Chris Wyness

5 Years of Service

Heather Downie

Michael Norman

Tanya Roy

Ben Swietek

1 Year of Service

Morgan Barnabe

Kayla-Toryn Breuer

Katherine Delisle

Shelley Ann Gauthier

Carlie Huggett

Angela Kalliora

Crystal O’Conner

Monique Philipow

Jessica St-Denis

Terra Unger

Jackie Black

Steve Colyer

Roxanne Denne

Jocelyne Gagnon

Oscar Jones

Jeff Meunier

Brian Page

Denis Samson

Keri Taché

Dave Vezina



STAFF TRAINING

CMHA North Bay and District devoted a good part of 2022-2023 to both new and catch-up training for employees.

To address the challenges of staff retention, recruitment and COVID-19 fatigue, the organization took a long look at the training that had been set aside during the pandemic, the training that new hires require to safely perform their duties, and what we could do to lessen some of the stress brought on by three years of uncertainty and intermittent shutdowns.

We adopted a three-pronged approach:

- What did new staff need to ensure they were prepared for their first shift?
- What training updates did existing front-line workers require for their day-to-day duties?
- What could we offer to all staff that might help as we moved out of pandemic mode?



We implemented a plan:

- Prior to or on their first day of work, new employees complete training modules for Accessibility for Ontarians with Disabilities Act (AODA), the Ministry of Labour's Worker Health and Safety Awareness in 4 Steps, and the Workplace Hazardous Materials Information System. In the last fiscal year, we trained 81 new hires.
- Front-line and some administration staff were certified or re-certified in Non-Violent Crisis Intervention (NVCi) and Applied Suicide Intervention Skills Training (ASIST). In total, 54 received NVCi and 46 completed ASIST.
- We offered Your Health Space Training for Leaders, for Workers, and for Support Staff, a free workplace mental health program developed by CMHA Ontario. A large contingent completed in-person workshops or self-directed modules and reported they found the training helpful.

Also, for a second straight year we devoted the National Day for Truth and Reconciliation, which is observed on Sept. 30, to reflection, education, and Indigenous cultural awareness training as part of the organization's commitment to align itself with the Calls to Action.





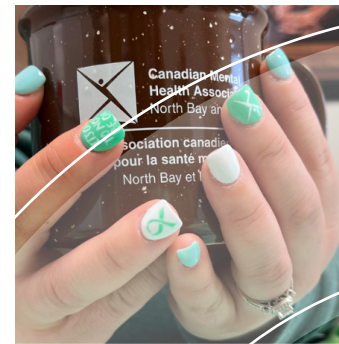
OPS REPORT – EMPOWERING EFFICIENCY AND EXCELLENCE

The Operations department, otherwise known as Ops, provides “behind the scenes” services to ensure the organization has the necessary tools and processes in place to run smoothly. This includes day-to-day, short-term, and long-term infrastructure needs, IT and procurement planning and support.

To find ongoing cost savings and other efficiencies, operations also undertakes data-driven analyses. As an example, Ops worked closely with our congregate living homes and residential treatment centre last year to standardize menus, launch a centralized online grocery ordering process, and conduct a cost review. This has harmonized the quality of meals within the homes, freed up time for front-line staff to spend with clients, and resulted in cost savings in the face of rising food prices.

An asset management and tracking software for inventory control purposes was also implemented. All assets (think office furniture and laptops, for example) are labelled, assigned to an employee and/or location, and logged in a central database. This system also makes it possible to follow an asset’s lifecycle, giving Ops the ability to analyse not just the cost of various items but also value for money. With this knowledge, Ops can streamline and standardize the makes and models of every product it purchases.

The Operations department is proud to support our community by buying local whenever possible. As a result of our strong ties with many local businesses, our clients receive high-quality service and support from vendors who go above and beyond to fulfil our needs.



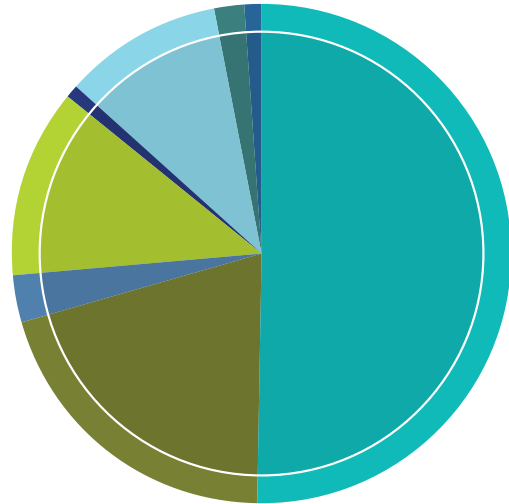
FINANCIAL REPORT

For the year ended March 31, 2023

Revenue

total: \$ 15,361,412

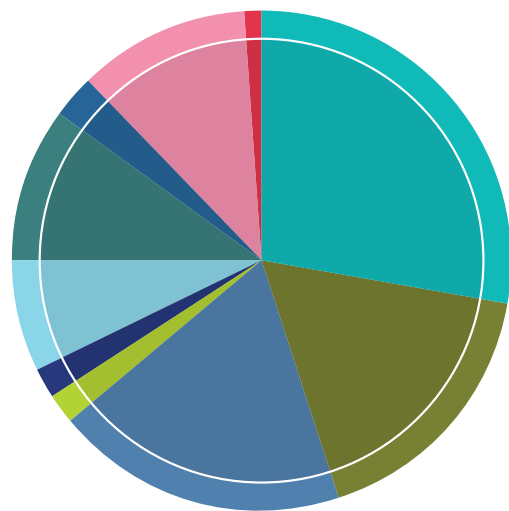
Ontario Health Northeast	7,995,430
Ministry of Health	3,212,141
Other provincial government	340,400
Other government	1,984,513
Donations	20,858
Rental Income	1,552,298
Amortization of deferred capital contributions	214,584
Interest and other income	41,188



Expenses

total: \$ 15,337,142

Mental Health Case Management, Crisis Intervention, Support Services	4,235,097
Housing	2,548,039
Specialized Supported Housing	2,860,495
Diversion and Court Support	284,375
Youth Court	340,400
Peer Support, Social Recreational	1,143,356
Addictions Treatment	1,491,764
OPP-Crisis Call Diversion	480,393
Community Homes for Opportunity	1,735,498
Health Promotion and Education	217,725





ANNUAL REPORT

2022 2023

CANADIAN MENTAL HEALTH ASSOCIATION NORTH BAY AND DISTRICT

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Charitable Status Number: 130158017 RR 0002

 **Corporate Office**

147 McIntyre St. West
North Bay, ON P1B 2Y5

Support Services

176 Main St. West
North Bay, ON P1B 2T5

Addiction Services

393 Oak St. West
North Bay, ON P1B 2T2

Peer Support Services (North Bay)

351 Ferguson St.
North Bay, ON P1B 1X1

Peer Support Services (Mattawa)

150 Water St. (Mattawa Medical Building)
Mattawa, ON P0H 1V0

Powassan Drop-In Centre

466 Main St., 2nd Floor
Powassan, ON P0H 1Z0



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Mental Health – Addiction – Peer Support

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