

ANNUAL REPORT

CMHA North Bay and District

2023/24



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Board of directors

Jeff Beaudoin

Chair

Jules Duchesne

Co-Chair

Directors:

Scott Berry

Frank Corbeil

Jack Jones

Jason Long

Al McDonald

Mike Monaghan

Ken Porter



In memoriam – Brenda Holbein

Brenda was a dedicated board member of CMHA North Bay and District and its forerunner, Nipissing Mental Health Housing and Support Services. A retired nurse who worked in mental health for more than 30 years, Brenda also devoted her time, talents and care to many other local non-profits. Her sparkling personality and unwavering commitment to mental health advocacy touched countless lives and she leaves a legacy of compassion and positive change.

Vision, mission, values



Our 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.



Our mission

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



Our 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

We thank our funders



A message from the board chair and CEO

Our third year as CMHA North Bay and District was marked by challenges and growth, both within the sector and the organization.

Community mental health and addiction service providers face ongoing challenges around workforce recruitment, retention, and structural funding. Internally, the urgent relocation of almost 40 residents from a privately operated home due to health and safety concerns demanded indomitable efforts, additional staffing, and resources for round-the-clock care. We continue to work with government partners to secure a permanent agreement for this move.

Despite the obstacles, we've maintained momentum, optimism and focus on our mission.

We've concentrated on our strategic plan's four key pillars: governance and operations, housing, programming, and public education and engagement.

The board focused on its governance framework, attending a symposium to advance our knowledge, working toward compliance with new not-for-profit legislation, and improving recruitment efforts. We welcomed former North Bay mayor Al McDonald as the newest board member and mourned the loss of Brenda Holbein.

Within the organization, Mary Montgomery joined the leadership team as chief operating officer. We reviewed our programs to ensure efficacy and sustainability, enhanced data governance, focused on workplace culture, and worked on consolidating our office footprint. We invested in staff development to build the competencies, skills, and knowledge of frontline employees.

Our anti-stigma efforts included presentations and workshops, specialized training in mental health and suicide prevention, an awareness hockey game with the North Bay Battalion, a new initiative called The Push-Up Challenge, and the signature Mental Health Week. Planning also began for the May 2024 launch of The Kindness Project. This will become an annual campaign to encourage people to be kind, promote how kindness and compassion increase happiness and well-being, and deepen personal connections.


We added our voice to advocacy work by CMHA's provincial and national divisions, highlighting the opioid crisis and the need to include addiction in mental health conversations, and urged government to approve more consumption and treatment services sites and increase the sector's base budgets.

Our achievements are a testament to the dedication of our staff, for which we're immensely grateful. We look forward to continuing to promote wellness, empower individuals and improve lives.




Jeff Beaudoin
Board chair




Mary Davis
CEO

2023-24 by the numbers

2,466
individuals
served



2,119

new referrals through
central access (intake)

53,697

visits with service users



1,204

individuals receiving
case management services

6,344
justice services
interactions



7,396

combined attendance
days at North Bay and
Mattawa peer drop-in
centres



290

individuals receiving
housing services

171

individuals receiving
addiction services

2,301

total group sessions
held (mental health or
addiction groups, virtual
and in-person)



813

crisis intervention
and crisis response
interactions

Governance and operations

Desired outcomes

- 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

Board of directors

- Enhanced board governance practices and fostered knowledge-building and sharing
- Attended governance symposium hosted by CMHA Ontario, where board member Jack Jones was a featured presenter, discussing creating and maintaining a healthy culture
- Initiated recruitment efforts, onboarded one new board member, and will welcome two more in September 2024
- Updated incorporation and other board documents to comply with new Ontario Not-for-Profit Corporations Act by October 2024 deadline

Organization

- Appointed chief operating officer to align with executive leadership structure set by board
- Conducted review of CMHA NBD's 20-plus programs to assess effectiveness of services, identify areas for quality improvement, ensure efficient resource allocation, and maintain compliance and accountability to stakeholders and funders
- Developed and rolled out new organization-wide staff training plan
- Brought information technology (IT) support in-house and hired a manager to oversee ongoing development, implementation, and maintenance of IT systems and decision support
- Enhanced IT deliverables and identified cost efficiencies
- Introduced decision support analyst position to augment evidence-based decision making
- Embedded robust data governance strategies and structure
- Participated in CMHA Ontario committees and working groups to advance quality improvement (QI), data, and decision-support initiatives
- Participated in Mental Health and Addictions Centre of Excellence data and digital initiative which seeks to create a standard provincial dataset
- Implemented several QI initiatives, including projects to improve use of assessment and feedback tools (Ontario Common Assessment of Need, Ontario Perception of Care)
- Overhauled personnel policies
- Initiated planning to further consolidate office space toward "one door" model for services
- Deployed risk assessment tool across all worksites
- Led and collaborated on various health promotion, awareness, and anti-stigma campaigns (CMHA Mental Health Week, International Overdose Awareness Day, World Suicide Prevention Day)
- Awarded "Preceptor of the Year" by CTS Canadian Career College (North Bay) for excellence in student placements
- Moved to new third-party provider to administer employee pension and health benefits plans
- Issued request for proposals for annual audit services for next five fiscal years

Housing

Desired outcomes

- 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

Addiction services – transitional recovery residence

Overview

- Provides recovery-based housing as a stepping stone between residential treatment and stable permanent housing
- Available to individuals who have successfully completed the 90-day residential treatment program
- Offers up to six months of comprehensive support, including case management, structured housing, supervision, and skills-building opportunities

Activities

- Converted townhouses from existing housing stock into shared living accommodations
- Expanded capacity by operationalizing three additional beds, bringing total number of available beds to six



88%
of individuals successfully completed the program



100%
of these individuals secured safe housing

Supportive housing

Overview

- Provides affordable long-term housing with ongoing housing-based support to help individuals with mental health and substance use diagnoses who are receiving case management services maintain their tenancy and address unmet care needs
- Housing stock consists of 111 units across six buildings
- Approximately 100 rent supplements are available for accommodations with private landlords

Activities

- Transitioned to vacancy-based model where a call for applications is issued as vacancies occur (individuals may request that their name be added to a call-out list)
- Nine-unit “Algonquin” building undergoing extensive renovations (extent of issues required vacant occupancy and tenants were rehoused)
 - Work included updated electrical, flooring, and washroom and kitchen fixtures, new heating and intercom system, and vestibule improvements
 - Funded by a one-time \$750,000 grant from Ministry of Health

90% tenants with 12-plus months of housing tenure

Rent supplement program

45 participating private landlords

87% of clients have 12-plus months of housing tenure



Specialized housing

Overview

- Offers supportive living for individuals with serious mental illness, promoting stability, independence and community integration through tailored support services and transitional planning
- Operates through three locations, each addressing specific needs: transformational housing, acquired brain injury/complex care and complex care
- Key goals include maintaining stable housing, reducing hospitalizations, and offering comprehensive support such as a registered practical nurse, personal support worker, peer support, and case management

Activities

- Implemented a peer worker rotation across homes for consistent support
- Established two new full-time personal support worker positions at one location for improved scheduling and support stability
- Introduced a training program for case management and documentation to enhance staff development



30

individuals receiving specialized housing services



26,803

total number of interactions

Community Homes for Opportunity (CHO)

Overview

- CMHA NBD serves as the local community agency for the provincial CHO supportive housing program, offering comprehensive support to residents in privately operated homes
- This includes case management, trusteeship, psychosocial rehabilitation, recreational opportunities as well as essential nursing care and personal support worker services

Activities

- In October 2023, CMHA NBD relocated 37 residents from a Powassan home due to urgent health and safety concerns
- Secured a suitable location at a North Bay motel
- Operationalized a temporary residential program on an emergency staffing basis to provide 24-7 comprehensive support such as nursing, case management, meals, and other essential services
- Transitioning to a permanent staffing model by Spring 2024, hiring for full-time and part-time registered practical nurses and personal support workers
- Received \$800,000 in one-time funding from the province for costs incurred
- Continue to work with funding partners to make the relocation permanent



\$800,000

one-time funding received from the province for costs incurred

Programming

Desired outcomes

- 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

Addiction services

- Created new full-time cook position, allowing residents of the addiction treatment program to enjoy nutritious, homemade meals prepared by an experienced chef
- Participated in a pilot project with Canadore College, Nipissing University, and the Centre for Innovation in Campus Mental Health. Provided a minimum of six psychotherapy sessions to six post-secondary students on a waitlist for community support
- As another component, information booths for the general student population were offered at four local campuses, which logged 544 interactions

Bridges Trusteeship

- Focused on increasing face-to-face visits and enhancing service users' interactions through technology
- Meeting rooms were equipped with monitors to make the budgeting process more interactive
- This allows service users to ask questions, make changes, and set future goals in real time

Peer support

- Presented at PeerWorks' 2023 conference on how CMHA NBD developed hybrid groups, blending virtual and in-person delivery, and expanded this model to addiction, specialized housing and peer recreation programs
- Offered National Alliance on Mental Illness Family-to-Family (eight-session program for family, significant others, and friends of people with mental health conditions) in winter 2024 in partnership with CMHA Muskoka-Parry Sound
- Conducted a survey to assess participation levels and understand barriers to engagement in the peer recreation program, which provides physical, creative and social activities for residents of specialized housing

Findings:

- 75 per cent of residents participate
- 26 per cent said physical limitations pose difficulties
- 13 per cent cite a mental health diagnosis as a barrier

329

individuals
attended North Bay
drop-in centre

14

average number
of attendance
days per individual
(North Bay)

80

individuals
attended Mattawa
drop-in centre

33

average number
of attendance
days per individual
(Mattawa)

Justice services

- Received grant to add a second position to the Mobile Crisis Response Team (Ontario Provincial Police officer and CMHA NBD worker respond to police calls involving individuals in crisis)
- Funding, available until December 2024, allows for expanded hours for some evenings and one weekend per month
- This investment further increases diversion from hospital and emergency room visits
- Youth Justice program, which assists youth 12-18 in conflict with the law, served 36 individuals, nearly double its target
- Of the 20 youth who accessed court support, 16 completed a diversion program and saw their charges withdrawn



94%

success rate for youth mental health diversion cases

Mobile Crisis Response Team



441
Interactions with MCRT

71%

of calls attended by MCRT were resolved on-site and required no further follow-up

Case management

- Focused efforts to build caseworkers' understanding of the Ontario Common Assessment of Need (OCAN) and how to utilize this tool to more effectively identify needs of service users and establish care plans and goals
- Additionally, program managers completed an in-house OCAN training module



Public education and engagement

Desired outcomes

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

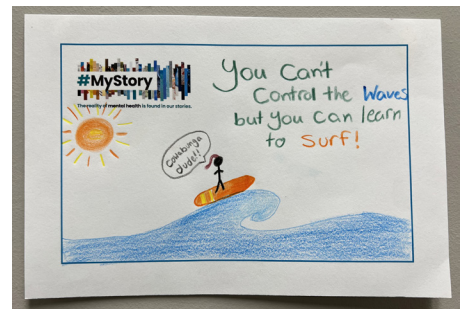
Community events

- Set up 13 information booths at community events, a 54 per cent increase over the previous year
- Created workshop for Healthy Workplace Month and presented it to North Bay Hydro employees on World Mental Health Day
- Collaborated with community partners on awareness day events for World Hepatitis Day (AIDS Committee), International Overdose Awareness Day (local organizing committee) and Seniors Mental Health Month (public health unit)
- Grew partnership with Northeastern YMCA, with second invitation to present at annual staff professional development day and by delivering a four-part mental wellness workshop series for Y members



CMHA programs and campaigns

- Promoted CMHA Mental Health Week 2023 with #My Story theme:
 - Engaged more than 295 community members through seven activities and teamed up with seven community partners
- Built on Talk Today with local OHL team, North Bay Battalion:
 - Provided 32 athletes, coaches, and staff with Team Up training, a sports-specific mental health and suicide alertness program
 - Doubled reach during mental health awareness game, logging 300 interactions with hockey fans
- Launched new annual mental health awareness fundraiser, The Push-Up Challenge (TPUC)
 - 159 “supporting legends” raised \$8,689 for CMHA NBD
 - North Bay Battalion produced TPUC social media video that garnered 1,500 views
- Delivered three eight-week Living Life to the Full workshops
- Offered Mood Walks walking in nature series to Nipissing and Canadore students



Certificate training

- Generated \$10,710 in revenue through registrations for various certificate training offerings
- Certified a Mental Health First Aid (MHFA) training provider
- Completed four virtual MHFA sessions with CMHA-Sudbury/Manitoulin and two in-person sessions for staff of partner agencies
- Delivered ASIST training exclusively for human services professionals from seven partner agencies (Amelia Rising, AIDS Committee, Anishinabek Nation, Crisis Centre, District of Nipissing Social Services Administration Board, Gathering Place, Indigenous Friendship Centre)
- Continued partnership with West Nipissing Community Health Centre by providing second safeTALK training for staff
- Offered free safeTALK training for World Suicide Prevention Day

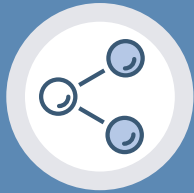
Media mentions

- Garnered media attention across various platforms, including newspapers, digital sites, podcasts, radio, and TV stations, for a combined 39 articles and interviews. Coverage was generally positive, highlighting health promotion activities around awareness and anti-stigma efforts (Talk Today game with North Bay Battalion, Mental Health Week, TPUC, etc.)
- Media also covered issues-based topics such as the opioid and mental health crises and homelessness, reflecting the complex challenges within the sector
- Among the highlights:
 - Collaborated with CMHA Ontario and Northern branches on a news release for Bell Let's Talk Day (January 2024), which called attention to the ongoing opioid crisis and staggering overdose and death rates in the region
 - Partnered with branches in Algoma, Cochrane-Timiskaming and Sudbury/Manitoulin on a TV ad campaign for Mental Health Week 2023 that aired on CTV stations in the Northeast
 - Chief operating officer was featured in an extended interview with North Bay Echo, a community podcast



Social media

Increased social media presence by incorporating more locally generated content alongside CMHA provincial and national division campaigns. This strategic approach resonated with existing followers and significantly grew @CMHANBD's audience, strengthening our connection with the community and partners



25,000

combined reach
across all socials
(Facebook,
Instagram, X)



2,000

total number of
interactions across
all channels



74%

year-over-year
increase in reach



200

new followers

Internal communications

- Launched a new employee intranet called CAMP (Computer Access Management Program) in November 2023
- CAMP was selected as the winning entry from a staff contest and inspired by CMHA NBD's campfire-themed official launch party
- Adoption rate has been high and feedback from an experience survey is positive, with all respondents agreeing CAMP is a valuable tool
- Key benefits:
 - Promotes workplace culture-building, staff engagement, and information sharing
 - Enhances productivity by providing quick access to frequently used links, forms, policies, documents, etc.
 - Reduces email clutter by centralizing essential information and updates
- Established a regular cycle of staff newsletters and CEO reports to keep employees informed and engaged on organizational developments, staff achievements, and insights into strategic direction, goals, and progress



93%

of employees
access CAMP
intranet monthly



19,595

monthly visits
across all CAMP
hubs



187

monthly
unique visitors

Staff training

Human resources introduced a comprehensive new training plan to enhance employee skills, knowledge, and overall performance, while establishing a consistent baseline for staff and management, aligning with strategic priorities around effective operations and community leadership.

Work began in fall 2023 with a needs assessment, defining and setting objectives, developing content, assembling materials and resources, identifying external providers, conducting training, and evaluating methodologies.

Key areas covered in the plan:

- Employee onboarding and orientation
- Skills building
- Compliance needs
- Professional development
- Leadership training for managers

Foundational training identified for frontline staff:

- Naloxone
- Trauma-informed care
- Ontario Common Assessment of Needs (OCAN)
- TREAT (electronic record system)
- ASIST/safeTALK (suicide alertness and intervention)
- Non-violent crisis intervention
- Ethics
- First-Aid/CPR

In February 2024, a training site was launched on the employee intranet, providing access to various in-house and external courses, customized by employee groups.

Training is delivered through e-learning, in-person sessions, specialized certifications, internally developed courses, workshops by community partners, and external providers.

Truth And Reconciliation Day

CMHA NBD is committed to Truth and Reconciliation and Indigenous mental health equity. Each year, we dedicate Sept. 30 as a staff education day to learn and deepen cultural awareness and competencies as individuals and as an organization. For our 2023 education day, we were honoured to have Jessica Somers of Focal Point Artistry lead staff in two art-based workshops that incorporated painting with Indigenous teachings and education on the Truth and Reconciliation Commission's 94 calls to action.



Employee service awards

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

25 years

Mary Davis

10 years

Tim Toepfner
Brittany McCrea
Kelsie Stewart



5 years

Christine Bellaire
Helene Berthiaume
Theresa Marie D'Anjou
Melita Fenyvesi
Krystal Guy
Carlene Hiscock
Brigitte Lachance

Chelsey Lapierre
Linda Morris
Umberto Pizzoferrato
Natasha Schamehorn
Rebecca St-Pierre
Selina Tanti
Colin Warren

1 year



Jose Beauvais
Alisha Belanger
Nicole Brenne
Jeffery Brisson
Melissa Chaulk
Maria Cloutier
Jessica Croghan
Caitlin Darrah
Lauren Davey
Taylor Dicaire

Lindsey Fortin
Kymberly Fricker
Leigh-Ann Gale
Kathy Graham
Daniel Grawbarger
Sherry Gregoire
Monique Guay
Jody Hanlon
Patricia Haydon
Janeen Howie

Aurora Howie
Spencer Hunt
Cheryl Jimenez
Reed Kemsley
Kally Levac
Tiffany Newman
Ryan Presse
Alyssa Slute
Elizabeth Toombs
Meaghan Wall

CMHA NBD team at a glance*

119

full-time
staff

7

part-time
staff

80

casual
staff

*As of March 31, 2024

Committees in action

Data governance

Data is a vital asset, and CMHA NBD aims to leverage it to support the care of service users and guide data-driven decisions. In fall 2023, a new committee was formed as a cornerstone of the data governance strategy, supporting our dedication to data quality and evidence-based practices.

This committee is responsible for creating and implementing CMHA NBD's information and data management goals, standards, practices, and processes. Raising the level of data literacy among staff is also a key priority.

In its first year, the committee has:

- Developed a work plan for short- and long-term goals
- Explored strategies to improve data quality, documentation standards, and staff training

As an initial step, the committee reviewed the information and processes of CMHA NBD's more than two dozen programs to identify data variations and areas for improvement. Moving forward, recommendations will be proposed to improve data assets and optimize data governance practices.

Social committee

A social committee was established in fall 2023 to foster a sense of connectedness among staff. This dedicated crew of representatives from various departments and programs began planning monthly activities designed to reflect staff interests and reduce stress. The first event was the 12 Days of Winter Wonderland, which spread holiday cheer among staff throughout December. In Feel-Good February – a companion to The Push-Up Challenge, CMHA's new mental health awareness and fundraising campaign – staff were encouraged to engage in daily and weekly activities to boost their moods and move their bodies. The fiscal year ended with a travelling escape room, allowing each worksite to participate in a team-building exercise that unleashed their inner detectives.

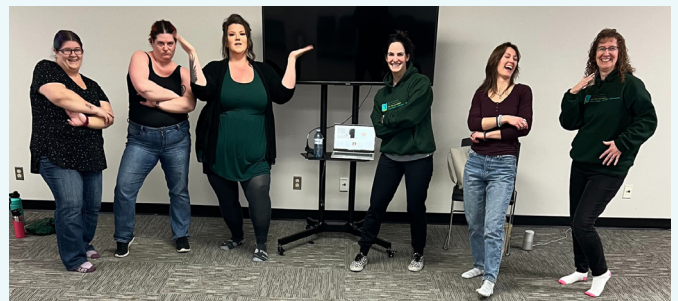
E-QIP project

A team of seven frontline staff and managers participated in a quality improvement project to enhance the use of the Ontario Common Assessment of Need (OCAN), a standardized assessment tool used within the sector.

Over nine months, this team received tailored coaching from the Excellence in Quality Improvement Project (E-QIP), a collaboration between Addictions and Mental Health Ontario, CMHA Ontario, and Ontario Health. E-QIP focuses on initiatives that advance community mental health and addiction services.

The CMHA NBD project aims to establish an organizational foundation, including policies, processes, and practices, to maximize OCAN's potential for structured care planning and goal setting to address unmet needs of service users.

In June 2024, CMHA NBD representatives attended E-QIP's 'Report Back Day' to share their experiences, present the project, and outline future steps.



Joint Health and Safety Committee

CMHA NBD makes every effort to provide a safe and healthy workplace for its 15 office and housing sites. Over the past year, the Joint Health and Safety Committee (JHSC) undertook several initiatives:

- Two more committee members (one employer representative, one worker representative) received JHSC certification training, bringing the number of certified members to four
- Created a risk assessment tool for all sites to assess the potential location-specific risks faced by staff
- All fire plans were reviewed by North Bay Fire and Emergency Services and the JHSC continues to work with managers to ensure staff are well-versed in fire plan and fire drill processes, procedures and expectations
- Implemented a standardized electronic inspection form, with results also now easily accessible through an interactive dashboard
- Reviewed and revised personal protective equipment supply, management, and distribution process based on post-pandemic usage patterns
- Revised and updated health and safety policy.

System tables/community collaborations

CMHA NBD works to extend its impact by actively engaging with the community and collaborating with partner agencies. Here are just a few examples.

Mental Health and Addiction System Table

The goal of this table is to ensure a co-ordinated, community-focused response to mental health and addictions issues, thereby reducing barriers for individuals who wish to access services.

Downtown homelessness

Spearheaded meetings among the mayor, councillors, district social services board, downtown business association, police chief, and North Bay Regional Health Centre to discuss timely and realistic responses to downtown merchants and property owners who feel their businesses are being negatively impacted by the people who are homeless and/or using substances in the downtown core.

Co-ordinated Access Nipissing Executive Committee

This table provides advice, directives and overall direction to support the configuration, launch and monitoring of the Homeless Individuals and Families Information System (HIFIS) as well as the district's co-ordinated access system, key components of the Co-ordinated Access Nipissing Committee.

Co-ordinated Access Nipissing (CAN)

CAN is a paradigm shift in the way agencies work together to reduce homelessness in the community. It includes a housing-first approach, providing real-time data around the supply and demand for housing resources, and a streamlined service delivery approach to addressing homelessness. A major component of this project is the By-Name List of individuals waiting to be housed.

Hearing from service users



"CMHA has helped me change my thinking and my life. I am truly and deeply grateful for everyone here."

"My worker goes above and beyond in supporting me and going the extra mile. She is a trusted person in my life."

"Incredible staff. Caring and supportive."

"During a difficult time in my life, staff helped me stay on my feet. I don't think I would have made it through without the help received."

"The support has been amazing, and I don't feel alone anymore."

"All around great experience. Friendly and helpful staff; feels like family. I would recommend it to anyone."



What our service users are saying:



97%

feel program staff treated them with respect

91%

say services were of high quality

87%

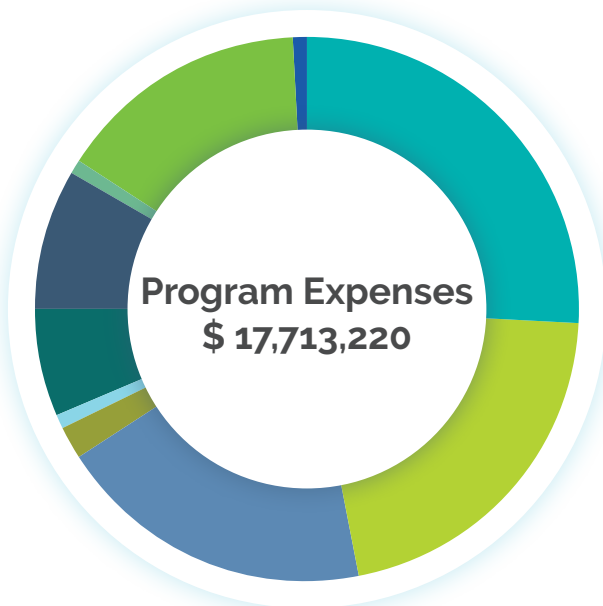
believe services helped them deal more effectively with life's challenges

Financial overview

For the year ended March 31, 2024



Ontario Health North East	\$ 8,770,759
Ministry of Health	\$ 5,136,475
Other provincial government	\$ 186,800
Other government	\$ 1,543,648
Donations	\$ 30,720
Rental Income	\$ 1,675,770
Amortization of deferred capital contributions	\$ 193,152
Interest and other income	\$ 199,626



Mental Health Case Management, Crisis Intervention, Support Services	\$ 4,610,078
Housing	\$ 3,735,833
Specialized Supported Housing	\$ 3,346,239
Diversion and Court Support	\$ 317,063
Youth Court	\$ 186,512
Peer Support, Social Recreational	\$ 1,121,730
Addictions Treatment	\$ 1,453,270
OPP-Crisis Call Diversion	\$ 176,113
Community Homes For Opportunity	\$ 2,647,136
Health Promotion and Education	\$ 119,246

ANNUAL REPORT

CMHA North Bay and District

2023/24



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

Contact us



705-476-4088
1-844-476-4088



contactus@nbd.cmha.ca



www.nbd.cmha.ca



@CMHANBD



@CMHANBD



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Charitable Registration No. 130158017 RR 0002

Visit us

Support Services
194 Main St. West
North Bay, ON P1B 2T5

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

**Peer Connections
Centre (North Bay)**
333 Fraser St.
North Bay, ON P1B 3W8

**Peer Support Centre
(Mattawa)**
150 Water St. (Mattawa
Medical Building)
Mattawa, ON P0H 1V0

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

