

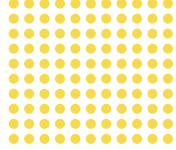
annual report 2020/2021



canadian mental health association  
**Algoma**



Canadian Mental  
Health Association  
Algoma  
*Mental Health & Addiction Services*



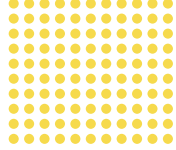
## table of contents

A Message from the Board Chair and Chief Executive Officer	3
Vision, Mission and Values	4
Board of directors	4
COVID-19 Initiatives	6
Harm Reduction Hub	8
Partnerships	9
Highlights by Program	10
Financial report	11

### LAND ACKNOWLEDGEMENT

Canadian Mental Health Association Algoma is dedicated to honouring Indigenous history, culture and traditions and we acknowledge that we are in the Robinson-Huron Treaty and Robinson-Superior Treaty territories and that the land on which we are gathered is the traditional territory of the Anishnaabek and Metis people.





## A Message from the Board Chair and Chief Executive Officer

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 of overcoming challenges and holding hope.

COVID-19 certainly had an impact on service delivery, but it also pushed us as a system to innovate and create new models of care that put the person in the centre. One such innovation, the Community Wellness Bus, came from discussions with partners on ways to effectively provide services to our most vulnerable community citizens. We saw more and more people surviving through homelessness, food insecurity and services that were physically closed – we agreed we needed to get our services to where people were and not rely on them to come to us.

Amidst managing services during the pandemic, Canadian Mental Health Association (CMHA) Sault Ste. Marie became CMHA Algoma (CMHA-A) – Mental Health & Addiction Services in preparation for the full integration of the mental health and addiction services from Algoma Public Health (APH) to CMHA. On April 1, 2020 all accountabilities and reporting became the responsibility of CMHA-A through the transfer of the multi-sectoral accountability agreement. CMHA-A and APH agreed to a memorandum of understanding whereby CMHA-A contracted with APH for their current services with a gradual transition of employees and programs over the year – anticipating a full integration on April 1, 2021.

Many things changed over the year to get ready for the full implementation:

- CMHA-A's vision, mission and values were reviewed and re-written
- a new model of service was implemented
- HOOPP, a defined benefit plan, was added to the benefits
- policies and procedures were updated
- job descriptions, contracts and performance evaluations were reviewed and updated
- space requirements were investigated, especially in the district
- major investments in technology were made
- a transition committee and leadership committee met bi-weekly
- processes were put in place for the transfer of client and staff files

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

On behalf of the board of directors, we wish to acknowledge all the hard work and dedication from our staff, volunteers, and executives including our CEO. This truly has been an unprecedented year filled with many challenges and adaptations, to date, this was a smooth transition and your work and diligence did not go unnoticed. We look forward to the growth of CMHA-A and continuing the important work our agency provides.



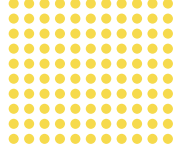
**Jonathan Nolan**

Board Chair, CMHA Algoma



**Annette Katajamaki**

Chief Executive Officer, CMHA Algoma



## Vision, Mission and Values



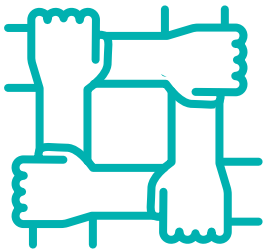
### VISION

Thriving, inclusive communities that value and nurture recovery, resilience and hope for all



### PURPOSE

To improve the well-being of our community through advocacy and the provision of safe, inclusive and accessible mental health and addiction services



### VALUES

#### Person Centred Approach

We build on the strengths of people and support their involvement in decisions that affect their lives

#### Inclusivity

We respect the dignity, integrity, beliefs and cultures of all people

#### Collaboration

We build strong relationships with all stakeholders including the people we serve, our colleagues, partners and funders

#### Innovation

We encourage new ways of working that are responsive to emerging trends and practices

#### Service Excellence

We are committed to quality, consistency, continuous improvement and transparency

## Board of directors

*Chair /* Jonathan Nolan

*Vice Chair /* Charlene Wilson

*Treasurer /* Jennifer Dickson

*Directors /*

Ron Ambeault

Carolyn Hepburn

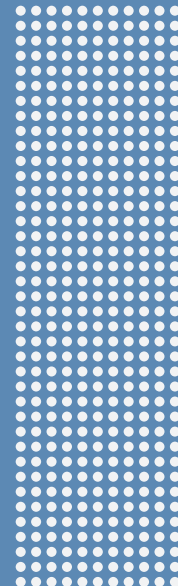
Katie Kirkham

Morgan Tersigni

Catherine Thibeault

Gary Brown

*(resigned October 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 Algoma 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.

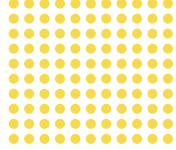
### ENHANCED INFECTION PREVENTION AND CONTROL

Infection Prevention and Control measures are a core element of everyday practice across CMHA Algoma 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 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 Algoma has been an active participant in a variety of local and regional planning forums. CMHA Algoma has been able to contribute to pandemic response efforts including: human resource capacity planning across the mental health and addictions sector; and vaccine prioritization for health care workers and individuals who are homeless or precariously housed. Most notably, the CMHA Algoma 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.





## SUPPORT TO SHELTERS AND ISOLATION SHELTER

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. 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 Social Services opened up its isolation motel, to support those needing to isolate who were in shelter or homeless, CMHA Algoma staff joined other partners in supporting clients 24/7 as needed.

## INNOVATIVE APPROACHES TO CMHA SERVICE DELIVERY

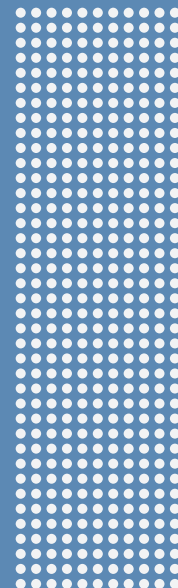
Across CMHA Algoma programs, teams were faced with the need to think creatively about how to provide effective supports amidst lockdowns and quarantines. For those we support, access to mental health and addictions services was needed now more than ever. Sincere gratitude goes to CMHA staff whose flexibility and resilience ensured that individuals were well supported. Examples of these efforts include staff redeployments to essential programs; shifts to phone and online visits with individuals; recognition that some of the services could not be accomplished virtually and the need for staff to continue to work in office – some full time and some balancing between home and office.

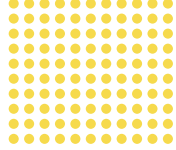
In partnership and with a grant from the United Way – Emergency Covid Relief Fund, we were able to pivot our walk-in counselling program into a virtual format. Community members called into CMHA's Information & Referral line and were given an appointment with one of the counselling staff from a partner agency for the following day. All appointments were filled each week and there was general satisfaction by both the clients and the counsellors.

Peer Navigators in the Emergency Department of the Sault Area Hospital also needed to come up with a way of meeting people's needs, as the navigators were asked periodically by the hospital to not attend on site. Again, staff were able to pivot quickly to a virtual service model in which staff at the hospital connected the patient with the peer navigator by phone.

Clubhouse programming during the pandemic was often limited to 10 members and during lockdowns no members were on site. Staff wanted to ensure that members had access to food during this time, so meals were prepared and distributed outside the doors of the building and for others, staff delivered meals on a daily basis. This allowed for staff to support the members of the clubhouse with not only food security, but smiles, encouragement and hope.

In addition to the work of our front-line staff, huge thanks are owed to our management team who kept everything going amidst the constant change and challenges of the pandemic – no small feat. Thank you to all of the CMHA Algoma team – your support of individuals, our communities, and each other during the past year is greatly appreciated.





## Harm Reduction Hub

This year, our community of addiction and mental health partners, received a 3-year Health Canada Substance Use and Addictions grant for a harm reduction and treatment hub and wrap-around services for people to engage and stay in recovery.

The goal of the hub was to co-locate a number of services including harm reduction supplies and education, treatment and clinical services, outreach and assessment and testing in a central downtown location, making it easier and more accessible to our target population. COVID-19 created the need for a work-around and the hub is currently housed at CMHA for drop-ins as allowed and the needle exchange program has also been located in the same space.

The project goals include hiring and training 50 peer workers over three years, who will work alongside staff from nine partner agencies to provide wrap-around supports and include 'warm hand-off' referrals. This will increase the number of harm reduction staff and

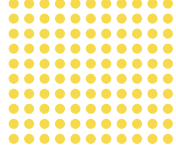
outreach workers, as well as, sites and hours of operation. Additionally, there will be increased coordination and partnership amongst the nine partner agencies and other programs and service providers to better serve those who inject and inhale substances and those in recovery. The partners on this application are members of the Sault and Area Drug Strategy. The Sault and Area Drug Strategy has 29 programs and services that represent the four pillars of harm reduction, justice and enforcement, treatment, and prevention and education.

During the 2020-2021 year we hired and trained 12 peer workers, defined as those with lived experience who are now all working with CMHA and/or partner agencies. Community members who have used the hub services are reporting that they have gained knowledge and skills about substances, and 73 per cent indicate that they intend to use the knowledge and skills gained to change their behaviours related to using substances. A further 76 per cent have reported making at least one behavioural change since attending the hub.



hope  
changes  
everything





# Partnerships

## HEARTS MINISTERS WORKING GROUP

- HEARTS stands for Helping in Education and Application for Research and Training Supports
- To ensure the construction and implementation of a 20-bed residential withdrawal management site
- To build capacity in the area of human resources in the field of mental health and addictions through the development of micro-credentials



## SAULT STE. MARIE DISTRICT SOCIAL SERVICES BOARD

In total, funding was received for 11.50 FTE  mental health support workers to provide the following services:

- Street, community and housing outreach
- Case management
- Landlord mediation and assistance
- Discharge planning from institutions
- Information and referrals
- Family support services
- Coordination and integration with other services and organizations



## COMMUNITY WELLNESS BUS (CWB)

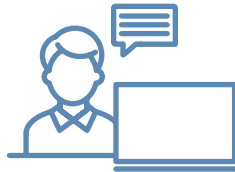
- CWB provides outreach services, which encompass primary, mental health and addiction and preventive care meeting the community members where they are at
- CWB delivers culturally sensitive care, is a gateway for people to the health care system and social services and will potentially reduce ED and EMS utilization
- Improves community well-being and provides necessities in a safe space which enhances patient experience and population health with newly formed trust
- Currently attends the Soup Kitchen, Vincent’s Place, Salvation Army, Pauline’s Place and the old NRC site on a weekly basis



## Highlights by Program



**1,270 VIRTUAL COUNSELLING SERVICE**  
CALLS RECEIVED FOR SERVICE



**447 REMOTE COUNSELLING SESSIONS**  
USING A PARTNERSHIP MODEL  
COMPLETED



**675 CLIENTS RECEIVED** PEER WORKERS  
SUPPORTS IN HOSPITAL, COMMUNITY  
AND HUB LOCATIONS



EVEN WITH LIMITED HOURS, **252 CLUB MEMBERS** ATTENDED CLUB 84/HOPE HOUSE FOR A TOTAL OF **1,798 VISITS**



**14,200+ PEOPLE** RECEIVED HELP TO NAVIGATE THE MENTAL HEALTH & ADDICTION SYSTEM FROM ACCESS (INFORMATION REQUESTS, SERVICE REQUESTS, REFERRALS AND FORM COMPLETION)



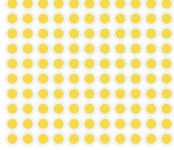
**216 PEOPLE** SUPPORTED WITH JUSTICE ISSUES AND **4,000+ VISITS** BY PHONE, IN PERSON, OR OTHER VIRTUAL MEANS



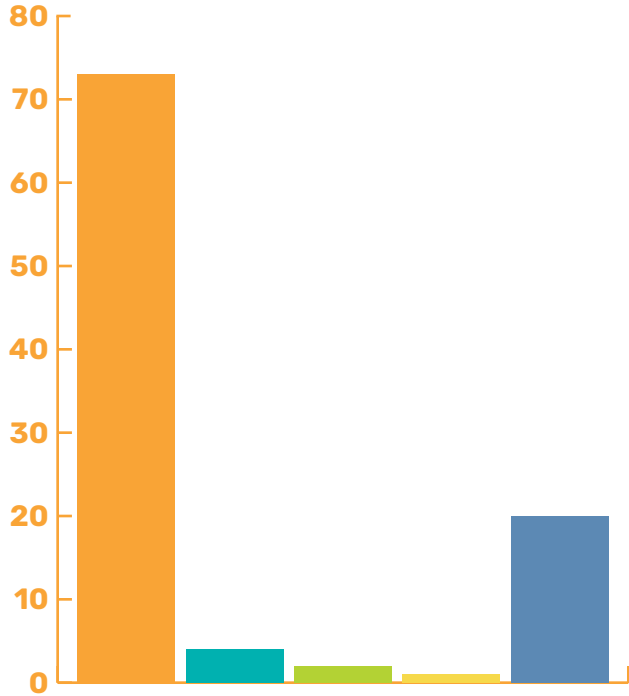
**525 INDIVIDUALS** PARTICIPATED IN 1,798 COUNSELLING SESSIONS



**380 COMMUNITY MEMBERS** USED HOUSING SUPPORTS (HOUSING OUTREACH, WILLOW HAVEN, KINGSFORD PLACE AND EAST STREET)



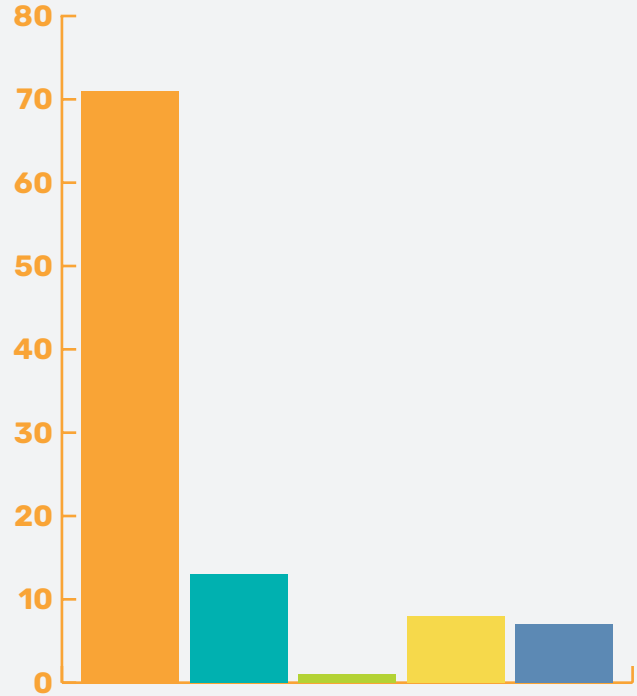
## Financial report



### SOURCES OF REVENUE

**TOTAL: \$3,535,997**

<span style="color: #f4a460;">■</span> LHIN/Ontario Health	<b>\$2,576,359</b> [ 73% ]
<span style="color: #00a696;">■</span> MOH/Rent Supplements	<b>\$127,500</b> [ 4% ]
<span style="color: #90c040;">■</span> United Way	<b>\$54,195</b> [ 2% ]
<span style="color: #f1c232;">■</span> Donations/Fundraising	<b>\$20,032</b> [ 1% ]
<span style="color: #4f79b2;">■</span> Service Agreements	<b>\$758,411</b> [ 20% ]



### SOURCES OF EXPENSES

**TOTAL: \$3,036,069**

<span style="color: #f4a460;">■</span> Salaries/Benefits	<b>\$2,154,032</b> [ 71% ]
<span style="color: #00a696;">■</span> Program Supplies/Activities	<b>\$384,780</b> [ 13% ]
<span style="color: #90c040;">■</span> Rent Supplements	<b>\$17,269</b> [ 1% ]
<span style="color: #f1c232;">■</span> Facilities	<b>\$248,092</b> [ 8% ]
<span style="color: #4f79b2;">■</span> Corporate Services	<b>\$231,896</b> [ 7% ]

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



# canadian mental health association **Algoma**



**Canadian Mental  
Health Association**  
Algoma  
*Mental Health & Addiction Services*



[ssm-algoma.cmha.ca](http://ssm-algoma.cmha.ca)



[information@cmhassm.com](mailto:information@cmhassm.com)



[CMHA.Algoma](https://www.facebook.com/CMHA.Algoma)

## **Sault Ste. Marie Services**

386 Queen Street East  
Sault Ste. Marie, Ontario P6A 1Z1  
705-759-0458  
Central Access and Information:  
705-759-5989  
Algoma Consumer Survivor Initiative:  
705-759-1259

## **Elliott Lake Consumer Survivor Initiative – Beehive**

118 Ontario Avenue  
Elliot Lake, Ontario P5A 1Y2  
705-461-3912

## **Wawa Consumer Survivor Initiative – Iris Place**

10 Mackey Street  
Wawa, Ontario P0S 1K0  
705-856-1894

**Crisis Line:** 705-728-5044 | 705-728-5835 | 1-888-893-8333