



Canadian Mental
Health Association
Simcoe County
Gambling, Substance Use and Mental Health Services

ANNUAL REPORT

2022 2023



Canadian Mental Health Association
SIMCOE COUNTY BRANCH

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COVER PICTURES

Top photo

Tahnee Boynton,
Indigenous Case Manager,
CMHA SCB

Bottom photo (Left to Right)

Madison Fitzpatrick, Rogers;
Liz Grummett, Fundraising,
Communications and Volunteers
Manager, CMHA SCB;
Ethan Cardwell, Captain, Barrie
Colts



**Canadian Mental
Health Association**
Simcoe County



CEO MESSAGE

March 2023 marked my three year anniversary at Canadian Mental Health Association Simcoe County Branch (CMHA SCB) and as I reflect on the past three years and in particular, all that was accomplished in 2022/23 – I am so proud to be serving as the CEO for the CMHA SCB team! We remain centred on the individuals and families we serve as we strive to ensure they receive the best possible mental health and addiction (MHA) services and supports. We remain committed to a future that inspires bold and impactful change, includes diverse voices and positively impacts the housing and homelessness emergency, opioid crises, gambling concerns and mental health of all!

CMHA SCB is nearing the midpoint of our ambitious 2021 to 2025 strategic plan and we are tracking to plan on our four strategic pillars and priorities, while building new enablers. I am deeply grateful for the dedication, passion and energy of staff, the board of directors, community partners, volunteers and students, working collectively to achieve our strategic directions while promoting mental health for all and bolstering the resilience and recovery of people experiencing mental illness and addiction.

KEY HIGHLIGHTS FROM THE PAST YEAR:

- Established the 'CMHA Connect' Intranet, dramatically improving communication
- Co-located the Ontario Telemedicine Network (OTN), Nurse Practitioner (NP) Clinic and Psychiatry Services as an integrated model of care in Barrie
- Embedded the Peer Support Program with expanded team of 18 staff, as a core service in direct service programs across the agency
- Achieved/exceeded performance targets for the provincial priority, Ontario Structured Psychotherapy Program (OSPP), due to the efforts of the OSPP team
- Launched the Community Homes for Opportunity (CHO) program in October 2022 with a newly formed CMHA SCB team, working collaboratively with Waypoint Centre for Mental Health Care (Waypoint) and CHO Home Operators
- Granted the federal exemption from the *Controlled Drugs and Substances Act (CDSA)* by Health Canada, pursuant to section 56.1 of the CDSA, for CMHA SCB to operate the Consumption and Treatment Services (CTS) in Barrie – we are waiting on approval of the operating budget by the Ministry of Health
- Advanced the capital planning project to co-locate our 24/7 Crisis Beds, Crisis Call Centre and Justice Safe Beds programs at our Bradford facility in Barrie
- Moved, moved and moved again (involved 75+ staff), as we revitalize existing properties for new co-location models or clear properties for construction period
- Advanced our Learning Organization goals and made substantive investments in professional development, training opportunities and leadership development

- Engaged with 38 local and regional partnerships including four local Ontario Health Teams and the Child, Youth and Family Coalition of Simcoe County

WE ARE GRATEFUL FOR:

- CMHA Ontario, a dedicated partner within the network of CMHA branches that drives MHA system transformation at the national, provincial and local level and led the way in lobbying for the critical 5 per cent base budget increase to the MHA sector
- CMHA National who advocates for mental health system change, educates the public, and influences societal beliefs and behaviours to create a climate of understanding and acceptance
- Building and maintaining relationships with our community partners which is essential to delivering high quality services and supports for those we mutually serve

- Donors and funders who believe in CMHA SCB and play a key role in ensuring CMHA SCB can deliver on our mandate and achieve client service excellence

On behalf of the CMHA SCB community, we want to thank the outgoing board members, Dr. Orlena Broomes (President) who was a champion of our strategic plan and eloquently served for 3-years (one term) and Hailey McLean (1st Vice President and Chair, Governance Committee) who provided thoughtful guidance and determinedly served for 9-years (three terms). Finally, the CMHA SCB community was deeply affected and wants to recognize the life and contributions of Dr. Krieger, who made a difference in countless lives.



Dr. Valerie Grdisa
Chief Executive Officer



(Left to right) Ethan Del Mastro, Captain, Mississauga Steelheads; Robert Thomson, Deputy Mayor, Barrie; Dr. Valerie Grdisa, CEO, CMHA SCB; Doug Downey, MPP, Barrie, Springwater and Oro-Medonte; Brandt Clarke, Captain, Barrie Colts

BOARD PRESIDENT MESSAGE

It has been my privilege to chair the Board of Directors of the CMHA SCB for the 2022/23 year. I joined the board in autumn 2020 and I cannot believe how quickly the three years passed and I am so proud to have served as president this year. After careful consideration, I will not be returning for another term but I wanted to share my reflections and highlight our key accomplishments. I also wanted to recognize Hailey McLean, 1st Vice President and Chair, Governance Committee for all of her contributions on the board of directors, who is also not returning after serving 9-years (3 terms) on the board.

As we continue to operate in the aftermath of the last three years of the COVID-19 pandemic, we celebrate our successes and achievements, and we continue to face our challenges with strength of purpose and fortitude, always putting the needs of our clients first.

The framework of CMHA SCB's 2021–2025 strategic plan is centred around individuals and families, to help ensure they receive the best possible services and supports. This year, CMHA SCB continued to focus its efforts on the four strategic pillars of Quality and Reporting, Documentation Quality and Data Driven, Integrated and Innovative, and Improved Access and Impact. Our vital infrastructure and diversity, equity and inclusion enablers are being improved upon, while strengthening our partnerships and people supports and Just Culture.

We thank our dedicated leadership and staff who worked tirelessly in an uncertain world where, like many in the health care system, we faced and continue to face the effects of a global economic crisis, including chronic staff shortages and chronic housing shortages.

As this year draws to a close, we celebrate the fact that the provincial government, as part of their 2023 budget, has allocated the largest base funding commitment for community mental health and addictions care in a decade. This funding is welcomed as our leadership continues to advocate with renewed efforts for improved, accessible healthcare and prevention.

Opioid addiction continues to be a major concern. Demonstrated evidence shows that having a safe place for drug consumption will reduce the risk of incidental death. As we look forward to a new year, CMHA SCB with our loyal partners will persevere in exploring all avenues to ensure that a Consumption and Treatment Services site with resources for proper healthcare and prevention will become operational in our region.

As we move further towards an integrated healthcare system, the Board of Directors of CMHA SCB, senior leadership, and staff remain committed to quality, accessible care for all.

It was a privilege to serve these three unprecedented years and the CMHA SCB Board of Directors for 2023/24 is looking forward to serving you well in the coming year.

Orlena P. Broomes

Dr. Orlena Broomes
President, Board of Directors



BOARD OF DIRECTORS 2022-23

EXECUTIVE COMMITTEE

Dr. Orlena Broomes, President
Hailey McLean, 1st Vice President
Natalie Conlon, 2nd Vice President
Carrie Gater, Treasurer
Dr. Valerie Grdisa, CEO/Secretary

DIRECTORS

Dr. Ayodele Akenroye
Tamara Tschop McLaren
Craig Nixon
Angela Wiggins
Staff Sergeant Mike Winn

COMMITTEES OF THE BOARD

GOVERNANCE COMMITTEE

CHAIR Hailey McLean

Dr. Ayodele Akenroye

Dr. Orlena Broomes

Natalie Conlon

Tamara Tschop McLaren

Angela Wiggins

OPERATIONAL LEAD Dr. Valerie Grdisa, CEO/Secretary

Aleta Armstrong, Director,
Community Engagement & Inclusivity

Lynne Cheliak, Director, Clinical Services

Christina Liikane, COO

QUALITY, RISK & ASSET MANAGEMENT (GRAM) COMMITTEE

ACTING CHAIR Staff Sergeant Mike Winn

Dr. Orlena Broomes

Angela Wiggins

OPERATIONAL LEAD Dr. Valerie Grdisa, CEO/Secretary

Jennifer Fillingham, Director, Clinical Services

Rebecca McCullough, Manager, Data, Quality,
Reporting & Evaluation

FINANCE COMMITTEE

CHAIR Carrie Gater

Dr. Orlena Broomes

Natalie Conlon

Dr. Valerie Grdisa, CEO/Secretary

OPERATIONAL LEAD Christina Liikane, COO

Lynne Cheliak, Director, Clinical Services

Jennifer Fillingham, Director, Clinical Services

Lisa Day, Finance Team Lead

GOVERNANCE



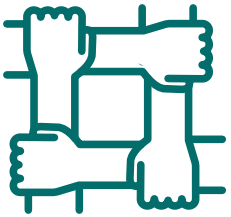
OUR VISION

Individuals living in Simcoe County can easily access high quality mental health and addiction services and supports that empower them and respond to their unique circumstances.



OUR MISSION

We are passionate about providing person-centred mental health and addiction services and supports. We advocate for the needs of the individuals and families we serve. We are committed to innovation and are continuously improving our programs and services. We collaborate with our community partners to design and transform an integrated system within Simcoe County.



OUR VALUES

When working with those we serve, we will:

- Build therapeutic relationships that are based on respect, trust, and compassion
- Collaborate with individuals and families throughout their journey
- Empower individuals and families to make choices about their care

When working with each other, we will:

- Value the unique contributions that each of us bring to achieving our mission
- Commit to building collaborative relationships based on respect, trust and integrity
- Challenge each other to be our best professional selves

When working with our partners, we will:

- Develop and maintain meaningful relationships with partners to improve the client and family journey
- Embrace every opportunity to share our knowledge, skills and expertise as a community-based organization

YEAR IN REVIEW

THE STRATEGIC FRAMEWORK

Our strategic framework is centred around individuals and families to help ensure they receive the best possible services and supports. Over the next four years, CMHA Simcoe County Branch will focus our efforts on four strategic pillars that are linked as depicted in the centre of the strategic framework. The pillars include Quality and Reporting, Documentation Quality and Data, Integrated and Innovative and Improved Access.

QUALITY & REPORTING

is foundational to everything we do.

DOCUMENTATION QUALITY & DATA DRIVEN

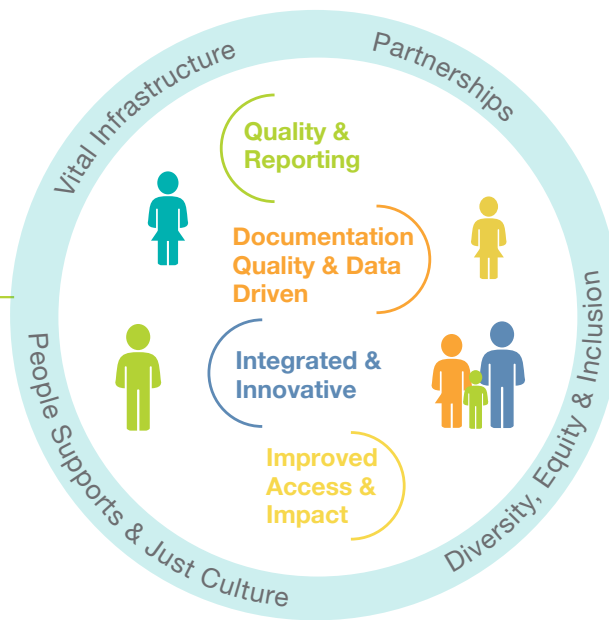
informs decision making at all levels of the organization.

INTEGRATED & INNOVATIVE

is central to improving, designing and expanding CMHA Simcoe County Branch services and supports.

IMPROVED ACCESS & IMPACT

responds to population health needs and demonstrates our value.



The four key enablers that encircle the strategic framework will help us advance our plan. We will immediately focus our efforts on promoting diversity, equity and inclusion. Significant effort will also be focused on modernizing our vital infrastructure and people supports while strengthening our partnerships and just culture.

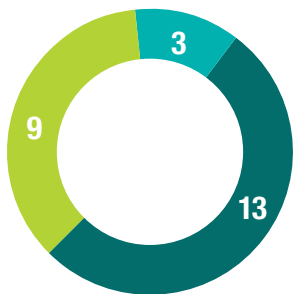
Diversity, Equity & Inclusion is embedded into everything we do.

People Supports & Just Culture will empower CMHA Simcoe County Branch staff and volunteers.

Vital Infrastructure provides CMHA Simcoe County Branch staff and volunteers with the tools they need.

Partnerships are central to coordinating mental health and addiction services and supports and co-designing the health system in Simcoe County.

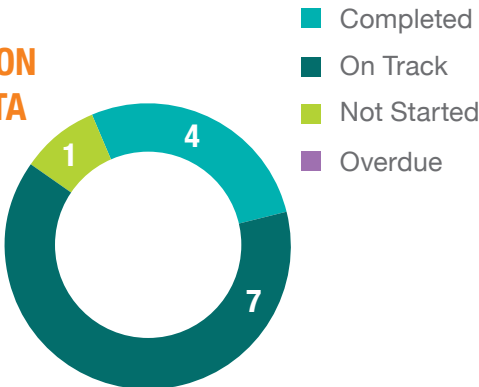
PILLAR 1
QUALITY & REPORTING



1. Quality & Reporting	1.A. Establish Total Quality Management System
	1.B. Establish Integrated Risk Management Reporting

- CMHA SCB Quality Framework selected
- Two new leadership roles established to support strategic pillar: Director, Quality, Risk & Corporate Performance and Manager, Quality & Professional Practice
- Staff and board being educated on 2023/24 Accreditation Canada (AC) assessment
- Development of quality-focused learning curriculum for all staff underway
- Integrated Risk Management framework refined and risk reporting standardized
- E-risk reporting software purchased for design and implementation in 2023/24
- QRAM Committee advised on reporting mechanisms and metrics for board
- Cybersecurity controls enhanced to align with industry standards
- Quality and Risk Management Committee purpose aligned to Pillar 1 and AC visits

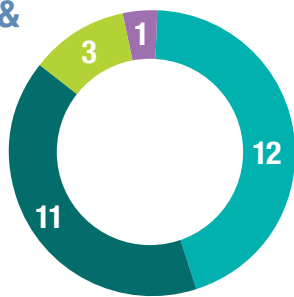
PILLAR 2
DOCUMENTATION
QUALITY & DATA
DRIVEN



2. Documentation Quality & Data Driven	2.A. Improve Documentation and Data Quality
	2.B. Establish Integrated Risk Management Reporting

- CMHA SCB documentation policies updated by Professional Practice Committee
- Development of document and data quality training sessions for all staff underway
- Management/Team Lead Training Session on e-health record, EMHware Reports provided
- MIS data dashboard being fully optimized and profiled at provincial conference
- 2023 Ontario Perception of Care survey conducted
- Early Adopter (1st of 50 agencies) in Ontario Health Data & Digital Initiative Mental Health and Addiction Provincial Dataset (MHA-PDS) launch
- Proactive data-driven mindset embedded across agency (e.g., data and documentation are key considerations in new program/service planning and implementation)

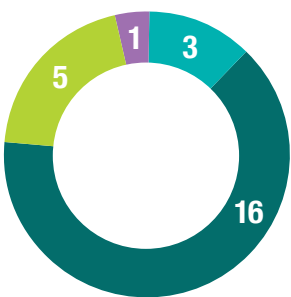
PILLAR 3 INTEGRATED & INNOVATIVE



3. Integrated & Innovative	3.A. Further integration with HSS Partners
	3.B. Measure the impact of innovative models of care

- Inventory and gap analysis of integration initiatives completed
- Four integration initiatives fully launched and two integration initiatives in development phase
- 2-year review completed for Mobile Withdrawal Management Services, with tri-agency partners
- Federal exemption from the *Controlled Drugs and Substances Act (CDSA)* was granted in September 2022, for CMHA SCB to operate Consumption & Treatment Services (CTS)
- Ongoing advocacy/meetings with municipal and provincial politicians for establishment of CTS
- Facilities Management Plan set, updated market value assessments completed of our properties
 - Funding secured, architectural design set, construction management plan and City of Barrie permit approvals underway to co-locate Justice Safe & Crisis beds
- Management team actively engaged with all four local Ontario Health Teams (OHTs) and sit on several working groups (WG) for each OHT:
 - Barrie and Area OHT (anchor member)
 - South Georgian OHT (anchor member)
 - Couchiching OHT (collaborative member)
 - North Simcoe OHT (collaborative member)
- CEO chairs OH Central North Mental Health and Addictions Planning Table
- COVID-19 Recovery Business Continuity Plan and Blended Work Model fully implemented

PILLAR 4 IMPROVED ACCESS & IMPACT



4. Improved Access & Impact	4.A. Implement continuous improvement initiatives
	4.B. Increase individual, family, and community engagement
	4.B. Demonstrate thought leadership

- Two projects continue to be scaled up within agency: discharge planning and central intake
- Three program evaluations completed for Peer Support, Crisis Call Diversion and COAST programs; in collaboration with partners
- Staff energy unleashed and presented their innovation and continuous improvement at June 2022 ‘All Staff Retreat and Celebration’
- Intranet, “CMHA Connect” revolutionized communication across agency!
- Board and CMHA staff participated in 6th Annual “Keep Talking” In-person Gala
 - A Staff contest was sponsored by the CEO to increase staff participation!
- Donors and volunteers recognized for their generosity and dedication to our mission
- MHA education sessions provided to community, including in-person events
 - Suicide Awareness Conference returns
- Learning Organization Committee actively engaged across agency, to achieve objective
- Secured funding for leadership training for entire management team and core training for all staff (e.g., ASIST, NVCI, ICS, LEADS)
 - CMHA SCB now has 10 ASIST trainers
- Two peer-reviewed publications accepted and one presented, highlighting our business intelligence dashboard project and the impact of Ontario Structured Psychotherapy program

THE ENABLERS

VITAL INFRASTRUCTURE

- IT processes, structures and controls modernized
- IT/Telecommunications hardware inventory created
- All CMHA SCB folders migrated to the cloud for cybersecurity
- >150 policies and procedures reviewed and refined
- Learning Organization and Professional Practice committees bolstering the foundation for both the Total Quality Management System and Accountability Architecture
- Health Record Data Management clerk worked tirelessly to sort, codify and create a health record storage database; identify health record coding errors, duplications and/or inconsistencies, and file >5,000 health records

PARTNERSHIPS

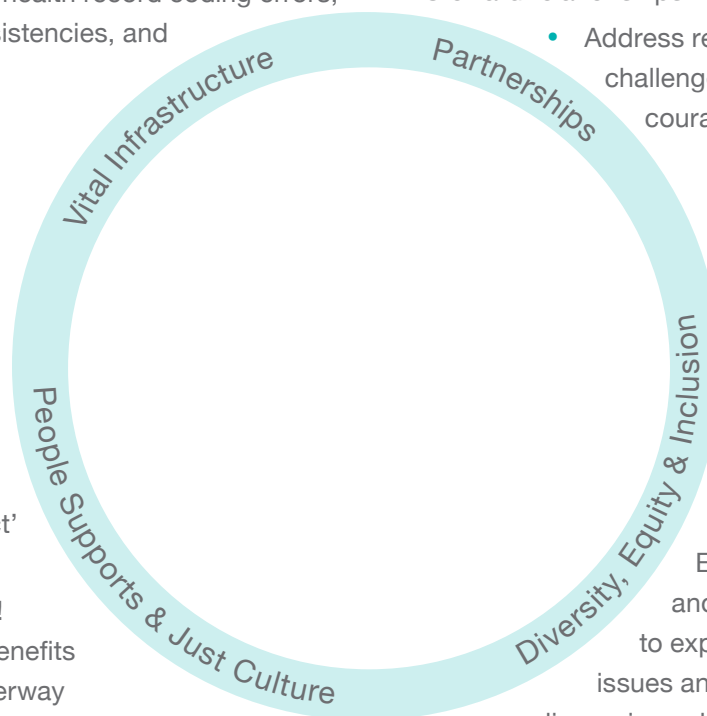
- Actively engaged in 38 strategic partnerships including the four local OHTs and priority working groups
- Work collaboratively with Ontario Health Central officials
- Represent CMHA ON/branches with MHA Centre of Excellence
- Chair/Co-lead planning efforts/initiatives with diverse range of intersectoral partners
- Participate in all opportunities and standing committees with our provincial association (CMHA ON)
- Steward relationships with all levels of government
 - Address relationship management challenges and/or concerns through courageous conversations

PEOPLE SUPPORTS & JUST CULTURE

- Intranet or 'CMHA Connect' established!
- 5% Base Budget Increase!
Total compensation and benefits benchmarking review underway building on provincial reports
- Just Culture Steering Committee launched in spring 2022 and meets bi-monthly. The committee members have presented at Town Halls and the February 2023 Board meeting
- 360 review process initiated for 30 formal leaders within CMHA SCB for completion in spring 2023
- Performance appraisal tools updated for all direct service and administrative staff for completion in 2023

DIVERSITY, EQUITY & INCLUSION

- Inclusivity, Diversity and Equity Action (IDEA) Committee and HR Committee continues to explore recognition events, issues and/or engage staff in reflective discussions about DEI
- External training modules have been audited by IDEA committee and when deemed appropriate, broadly shared with staff
- All DEI information is posted on our intranet, CMHA Connect, using CMHA ON communications packages
- The approach to days/months of recognition/reflection are informed by IDEA committee and/or respective staff (e.g., approach to 2023 National Day for Truth & Reconciliation informed by Indigenous staff)



PROGRAMS AND SERVICES

ASSERTIVE COMMUNITY TREATMENT (ACT)

ACT is a specialized mental health service delivery model that prioritizes community living, psychosocial rehabilitation and recovery for individuals with the most severe mental illnesses, who have not benefited from traditional outpatient programs. The service is client-centred and recovery-oriented, and there is substantial empirical support for its effectiveness.

ACT is delivered by a multidisciplinary team of mental health practitioners, which includes a psychiatrist, registered nurses, social worker, peer specialist, addiction specialist, occupational therapist, and mental health and addiction counsellors. The team provides intensive, ongoing support and treatment to clients with significant functional impairments who are 16 years or older and living in Barrie, Collingwood, Orillia, Midland or Penetanguishene.

- The services offered by the ACT team are designed to be individualized and recovery-focused, with a capacity to offer multiple daily contacts, daily medication monitoring, and crisis prevention, intervention and management. The team also provides assistance with daily living, support in employment and vocational and recreational activities, advocacy, health promotion and teaching, facilitation of referrals to other community resources, and coordination of support. Services are provided in community locations, and are ongoing rather than time-limited, with 24/7 on-call crisis support.





Courtney Craigie, Vocational Specialist, North Simcoe Assertive Community Treatment

The following accomplishments and impacts have been achieved this past year:

- Providing in-person care and groups throughout the pandemic
- Decreasing isolation by providing creative recreation and wellness groups
- Improving food handling and cooking group education through staff certification
- Expanding professional development opportunities for staff
- Promoting accountability to client care and best practice standards through collaboration with the Ontario Association for ACT and Flexible Assertive Community Teams (FACT)
- Supporting clients' mental health and vocational goals
- Fostering community partnerships
- Supporting student placements
- Providing harm reduction supplies
- Maintaining continuity of care during transitions between hospital and community settings

As the severity of mental illness and challenges with affordable housing and food security continue to increase, the ACT team is committed to supporting clients' journeys of wellness by prioritizing relationships with landlords, shelters, and community food programs. The team aims to continue its approach of improving independent living skills, reducing hospitalization, and enhancing work and social functioning while maintaining high levels of family and consumer satisfaction.

188
Unique Clients Served

13+
New Clients This Year

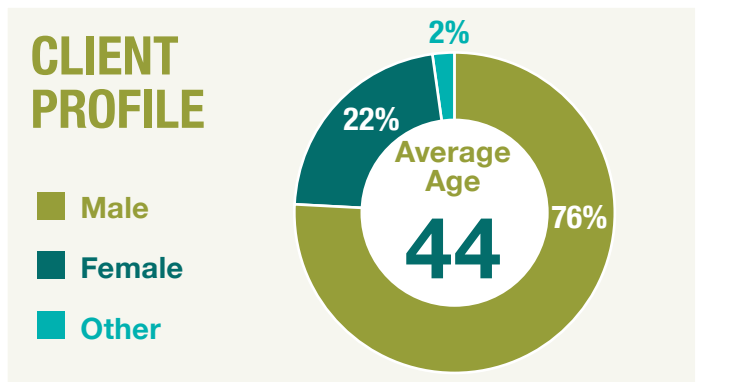
REGIONAL TEAMS	#
ACT Barrie	86
ACT North Simcoe	76
ACT South Georgian Bay	26
Total	188

CLIENTS SERVED

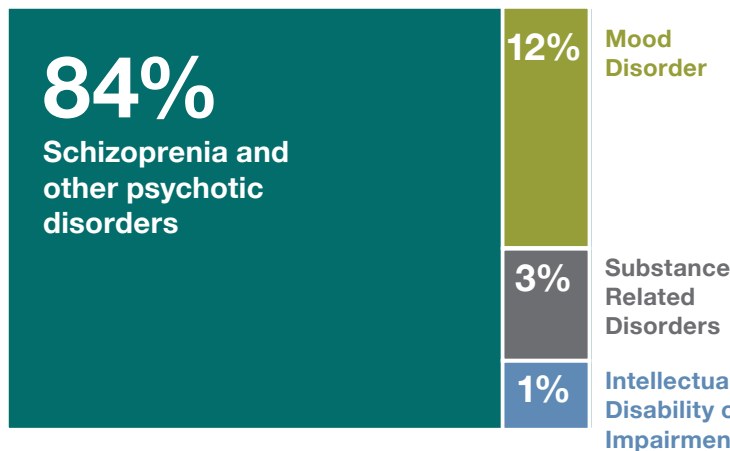
6.7 years

Average Enrollment Duration (To Date)

In 2022/23, ACT clients were enrolled on average 6.7 years.



PRIMARY DIAGNOSIS



HUMAN SERVICES AND JUSTICE SYSTEM (HSJS)

The HSJS program provides a breadth and depth of services and supports for individuals involved with the criminal justice system and/or requiring police intervention. In 2022/23, the HSJS team supported 579 registered clients and provided education and cognitive behavioural therapy for 55 participants.

The 2022/23 accomplishments are described below:

COURT SUPPORT AND COURT DIVERSION

In 2022/23, the Court Support and Court Diversion Program provided support to 303 adults and 85 youth (total of 388 clients). This highly effective pretrial program is offered to both adults and youth and it involves a voluntary procedure that offers an alternative to the traditional criminal justice system for those accused of minor offenses. With a focus on consultation, support and education for accused persons and their families, as well as referrals to other community resources, the program offers a comprehensive range of services to help individuals achieve their recovery goals.

This program is specifically designed for individuals 12 years of age and older, who are living with mental health issues, developmental disabilities, dual diagnoses, concurrent disorders, acquired brain injuries, autism, and/or Alzheimer's and/or dementia, and who are willing to work towards their recovery goals.

With its proven track record of success, the Court Support and Court Diversion Program is a vital resource for anyone seeking an alternative to the traditional criminal justice system.



Working with the Court Diversion Program has been an exceptional experience for me. They have been an invaluable community partner, not only in identifying individuals who may benefit from their services but also in guiding them through the process. They meet clients where they are, connect them with a variety of resources, and ultimately improve their quality of life. Their collaborative approach has made them a great partner in this process.”

Taylor Tremblay
Salvation Army Bail Court

RELEASE FROM CUSTODY

In 2022/23, the Release from Custody Program supported 182 clients to reintegrate back into their communities for individuals in custody at the Central North Correctional Centre (CNCC) in Penetanguishene. This program provides comprehensive release/discharge planning services to help these individuals have a smooth transition that promotes optimal functioning. The Release from Custody program also offers in-person support to individuals residing in North Simcoe Muskoka who may be at risk of involvement in the criminal justice system. This program is dedicated to promoting positive outcomes and helping individuals achieve their goals for a brighter future.

TRANSITIONAL REHABILITATION HOUSING PROGRAM (TRHP)

In 2022/23 TRHP housed five adult clients who are discharged from the Waypoint Centre for Mental Health Care (Waypoint) – Regional Forensics Unit, with an Order under the Ontario Review Board (ORB) for their safe and successful reintegration into the community. Through our strong collaboration, CMHA SCB and the Waypoint teams provide individuals with comprehensive supports and services that empower them to thrive in their new environment.

“I can’t thank CMHA SCB enough for the invaluable support I’ve received. They helped me with my medications and medical tests, which were difficult to access due to my doctor’s location. Most importantly, they have enabled me to travel without the burden of my record, which has been a game-changer for me. I was recently discharged from a shelter and found a new place to call home. Thank you, CMHA SCB for your unwavering support and for making a significant difference in my life.” - Client of Court Diversion Program

FORENSIC SUPPORTIVE HOUSING PROGRAM (FSHP)

In 2022/23 FSHP housed 11 clients and provided critical support to forensic patients graduating from the TRHP who require additional assistance to reintegrate into the community. FSHP is designed to meet the unique needs of clients who are under the ORB disposition that allows for community placement at the discretion of the hospital in charge.

TRHP graduates are a top priority for this program, as they require a higher level of support than traditional supportive housing. Forensic patients transitioning directly from inpatient status to community living need intensive support to ensure a successful reintegration. The FSHP fills a crucial gap in the continuum of care, providing the necessary support to ensure that these individuals can live safely and independently in the community.

BARRIE MENTAL HEALTH COURT

The Barrie Mental Health Court was developed as a response to the success of other Mental Health Courts in Ontario. By working effectively with accused persons, the objectives of the court are to improve public safety, reduce recidivism, improve the quality of life of those with mental illnesses or intellectual disabilities, reduce court and corrections-related costs, provide alternatives to incarceration, and hold accused persons accountable while addressing their mental health issues.

The court has a dedicated Barrie Mental Health Court Team, which participates on a regular basis to ensure regularity and consistency in proceedings. The court’s ability to do stand down assessments also decreases costs associated with holding an individual in a psychiatric facility. The Barrie Mental Health Court Team is committed to providing effective treatment to accused persons following the principles of the least restrictive intervention in the least restrictive environment.

SIMCOE COUNTY DRUG TREATMENT COURT (SCDTC)

In 2022/23, the SCDTC supported 10 clients with an aim to address the underlying issues of substance abuse in offenders to reduce recidivism rates and improve social stability. SCDTC offers a specialized program for adult offenders whose criminal behaviour is driven by problematic substance abuse of crack cocaine or opiates. Eligible applicants have outstanding criminal charges, and the clients are enrolled in SCDTC for approximately a year to achieve their goals. By providing a comprehensive treatment program, the SCDTC helps individuals break the cycle of addiction and provides a path towards recovery and a better future.

CRISIS CALL DIVERSION UNIT (CCD)

In 2022/23, the CCD Unit located within the Orillia OPP Detachment responded to 936 total calls to 911 in 2022/23 and diverted 407 individuals. The unit provides immediate support and assistance to individuals experiencing mental health crises. Its primary objectives include: diverting non-emergent calls, reducing the use of police personnel for non-emergent responses when appropriate, and offering better pathways to meet the needs of those in crisis.

The CCD Unit aims to reduce police interactions with individuals experiencing mental health crises by providing them with the necessary support and resources to navigate their way through the system. By offering immediate support and better pathways, this unit helps ensure that individuals experiencing mental health crises receive the appropriate care and support them, without the need for police involvement.



936 Calls Engaged



Shannon Bond, Team Lead Crisis Call Diversion Program, HSJS program; Sheri Scaini, Manager, Safety, Security & Facilities Management; and Susan Popert, Life Skills Worker, Crisis Services share views and visions at the June 2022 All Staff Retreat.



43%

of CMHA-SCB engaged calls were diverted from police response

86%

of clients surveyed reported being satisfied or very satisfied with the crisis call diversion experience



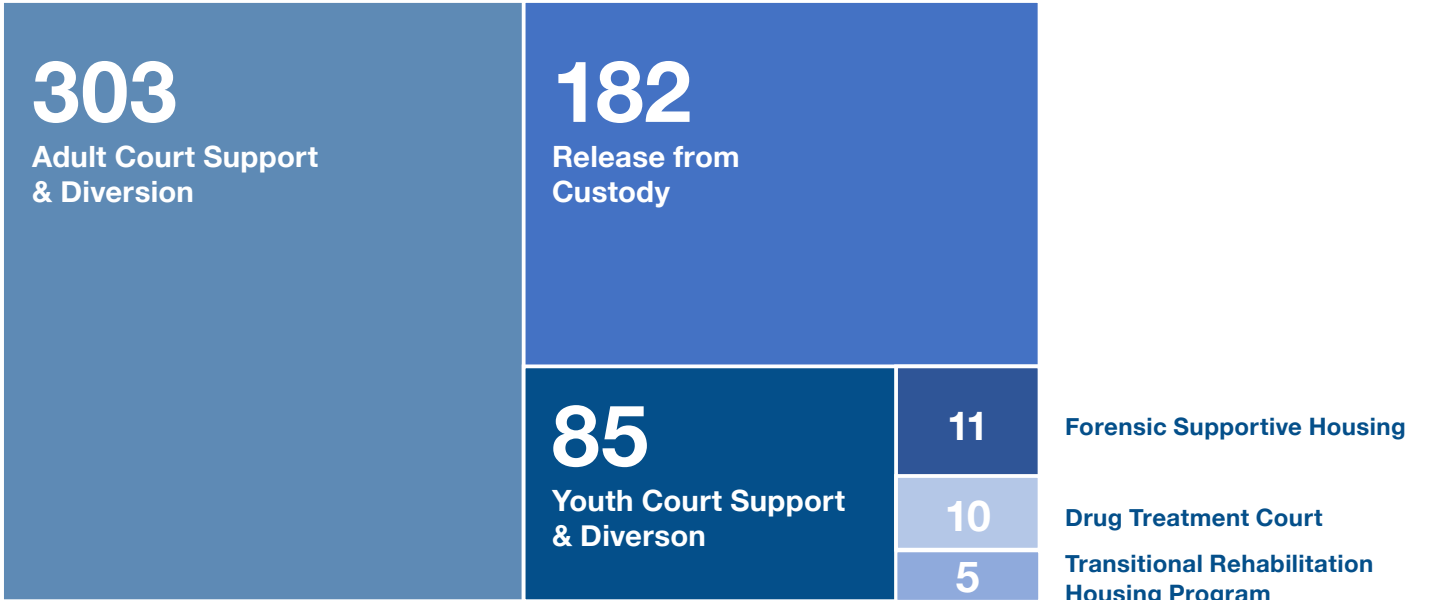
HSJS ACCOMPLISHMENTS

The Human Service Justice System (HSJS) program has achieved significant milestones in promoting community justice and rehabilitation programs.

One of the major accomplishments is the Pre-Charge Diversion Program, which allows individuals in conflict with the law and who have committed minor offences to demonstrate accountability through community-based sanctions. The HSJS program has collaborated with the Barrie Police Service, Barrie Native Friendship Centre, and the Elizabeth Fry Society to offer this program in Barrie. CMHA SCB is committed to expanding this program to include Midland, Orillia, and Collingwood in the future. This expansion made a significant impact on system pressures as it diverts individuals from the criminal justice system.

The Emotions Management Program (EMP) is another successful initiative that incorporates two therapeutic approaches: psycho-education (to better understand one’s mental health and/or substance use issues) and cognitive behavioural therapy, with a CMHA SCB Facilitator. In 2022/23, EMP offered individualized sessions to 55 participants who attend one sessions per week for an hour and the program generally takes six to eight sessions to complete. For participants, there has been a noticeable improvement in both client outcomes and client experience.

The Theft Prevention program helps individuals experiencing shoplifting, theft or fraud problems and legal issues. This program raises awareness of the emotional triggers and thinking patterns that can lead to offending behavior and focuses on changing thinking to result in a change in these impulsive behaviours.



Clients are counted once per program stream but some are served in more than one program so sum of the programs exceeds total registered clients in portfolio.

CASE MANAGEMENT

Case Management is a program designed for individuals who are 16 years of age or older, residing in the Barrie area, and have been diagnosed with, or have a diagnosable serious mental illness. The program is voluntary, goal-oriented, and provides assistance in life skills development, crisis prevention, mental health navigation, and symptom management support, with a focus on recovery and wellness. Individuals, families, and community partners can refer to the program through a referral form on the website or by calling CMHA SCB at 705-726-5033.

The pandemic has affected the delivery of Case Management services, requiring the program to adapt and adjust its methods of engagement and service delivery. The program now offers services virtually, face-to-face, and by phone to ensure individualized care needs are met. To reduce barriers to access services for those most vulnerable, the Assertive Outreach and Brief Service Outreach teams provide system navigation, needs assessment, brief service case management, and coordinated support directly on-site, in collaboration with community agencies and shelters across Simcoe County.

To complement the program, an Indigenous case manager joined the program in 2022, providing holistic healing based on the principles of Indigenous care and cultural traditions. In March 2022, the youth and adult case management portfolios were streamlined to provide consistency and continuity for needs assessment, intake, and service delivery. The program also collaborates with CMHA SCB Addiction Services to meet the needs of transitional aged youth attending most secondary schools in Simcoe County.

CASE MANAGEMENT



110

Youth Served



953

Adults Served



54

Families Served

OUTREACH

Includes mental health, addictions and early psychosis intervention outreach activities.



“

....Knowing I can reach out at any time and get help or advice I need at almost any moment is always a good.”

- Client of Case Management

In autumn 2020, CMHA Ontario and Excellence through Quality Improvement Project (E-QIP) facilitated a CMHA SCB working group with supportive coaching to improve the individuals’ journey and readiness for discharge or transition from our services. Over the past 2 ½ years, the CMHA SCB team implemented numerous change ideas, such as design and implementation of a new client welcome letter, informal and formal clinical supervision, updated training in recovery tools including the Ontario Common Assessment of Need (OCAN), lunch and learns, management information system reporting tools, and establishment of a committee to improve documentation quality and standards of care.

In spring 2021, the Case Management team used the results from the Ontario Perception of Care (OPOC) survey (provincial client experience survey distributed to CMHA SCB clients) to demonstrate the measurable impacts of the team’s improvement efforts. For example, there was a noticeable improvement in one OPOC survey question (#29) from 2018 (before E-QIP project) to 2021 (after

EQIP project), “Staff helped me identify where to get support after I finish the program/treatment.” There was a reduction in members selecting N/A (not applicable) from 58% in 2018 to 43% in 2021 and this scale item dropped again to 37% in 2022 (exceeding our initial quality improvement target of 52%).

In 2022/23, the team continued to spread and scale up several strategies to improve transition management and discharge planning across the agency. In addition, a diverse working group of CMHA SCB employees and clients continue to monitor the impacts and identify new approaches to improve overall client experience – the working group is awaiting the 2023 OPOC results with anticipation. The Case Management program actively collaborates with community partners, including paramedic clinics, The Busby Centre, Salvation Army, Lighthouse – Orillia, Guest House – Midland, Out of the Cold – Collingwood, the Elizabeth Fry Society, Ontario Works – Orillia & Barrie, Gilbert Centre, and the Town of Innisfil Library. The program dedicates approximately 22 hours per week of outreach to community partners, promoting access to services and support for those who need them.

“

Staff helped me identify where to get support after I finish the program/treatment.”

- Client of Addiction Services



U18 AAA Barrie Colts

ONTARIO PERCEPTION OF CARE



WHAT CLIENTS ARE SAYING OVERALL

96%

The services I have received have helped me deal more effectively with life challenges.

96%

If a friend were in need of similar help I would recommend this service.

94%

I think the services provided here are of high quality.



SERVICES PROVIDED

96%

Responses to my crises or urgent needs were provided when needed.

94%

Staff and I agreed on my treatment and support plan.

94%

I had a good understanding of my treatment services and support plan.

93%

I was referred or had access to other services when needed.

91%

I received clear information about my medication.



STAFF IMPACT

99%

I was treated with respect by program staff.

98%

I found staff knowledgeable and competent.

97%

Staff were sensitive to my cultural needs.

97%

Staff understood and responded to my needs and concerns.

95%

Staff believed I could change and grow.

(The OPOC closed in March 2022 and the analysis and resulting improvement efforts occurred in 2022/23.)

CLIENT PROFILE



8,362
Registered
Clients
Served



Geographic Area	%
Barrie & Area	58%
Couchiching	14%
North Simcoe	7%
South Georgian Bay	6%
Muskoka	2%
Other	7%
Unknown	5%

AGE	%
0-17	4%
18-34	35%
35-54	36%
55+	24%

GENDER	%
Female	55%
Male	43%
Transgender, Intersex, Two-Spirit, Gender-Non-Conforming, Other	1%
Unknown	1%

THANKS TO OUR COMMUNITY

It is so refreshing to see a return to in-person events where people are coming together again to bring about awareness of mental health and addictions, and to raise funds for CMHA SCB. Despite the challenges brought about by the pandemic, our community continues to support the important work that we do.

The “Keep Talking” Gala was an unforgettable evening filled with delicious food, great entertainment, and meaningful conversations. It was wonderful to see our community come together to celebrate the progress we have made in breaking down the stigma surrounding mental illness and addiction. We were grateful to welcome both familiar faces and new supporters to this event, and we are already looking forward to our next gala!

This event was the perfect conclusion to our Youth Shine Campaign. With the incredible support of our sponsors, donors and volunteers – over \$250,000 was raised! Thank you to everyone who supported our Youth Shine Campaign, whether by donating, volunteering, or spreading the word. As we move forward, we are excited to announce that we are taking next steps with the renovation of the space at 134 Anne Street South in Barrie. This project will provide a safe and welcoming space for individuals seeking mental health and addiction support and will enable us to expand our services to reach more people in need.

In February, we held our Talk Today game with the Barrie Colts as part of the Talk Today program through CMHA Ontario. This was a great opportunity to provide Team Up education sessions for the players, which focuses on reducing the stigma surrounding mental illness, suicide prevention and encourages players to access mental health support when needed. Our game night was a success, and we had an opportunity to share resources and engage with our community.

We are proud of the work we do at CMHA SCB, and we are grateful for the support we receive from our community. For more information on our fundraising initiatives, please visit our website at www.cmhastarttalking.ca. Together, we can continue to raise awareness of mental health and addictions and provide support and resources for those who need it most.

TYPE OF FUNDRAISING	\$
Unsolicited donations	65,362
Third Party Fundraising	43,377
Canada Helps	17,199
“Keep Talking” Gala	11,419
Community Awareness Events	10,000
In Memoriam	9,180
Christmas Campaign	8,100

TOTAL 164,637

VOLUNTEERS

We recognize that volunteering takes time, effort, and commitment, and we are deeply grateful for every hour and every task that our volunteers have given to us. Whether it is serving on our board, assisting with fundraising events, helping in the office, or providing support and guidance to those in need, our volunteers unwaveringly demonstrate the power of community to our staff of 274.

A special thank you to Together Everyone Achieves More (TEAM) Spirit who are profiled in the 2022/23 annual report. Fourteen individuals with lived experience, work at CMHA SCB to maintain our CMHA SCB owned properties and assist clients in moves and maintenance of their residences. Their work includes painting, renovations, garbage disposal, yard maintenance and cleaning. They were instrumental in helping many direct service teams



CMHA SCB Volunteer - Allan Brooks

move as we prepared for the 2023 capital planning project. TEAM Spirit volunteered an incredible **3,267 hours** which accounts for 54 per cent of all volunteer hours undertaken this past year.

110
Volunteers



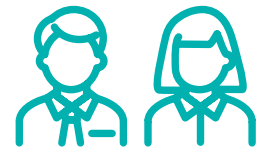
6,078
Total
Volunteer
Hours



12
Student
Placements



274
Staff



CMHA SCB TEAM Spirit

REMEMBERING DR. HOWARD KRIEGER

As we reflect on the life and legacy of Dr. Howard Krieger, we are filled with a profound sense of gratitude for his unwavering dedication to improving access to healthcare for marginalized communities. Dr. Krieger was a true champion for the disenfranchised, advocating for causes such as midwifery, palliative care, geriatric care, HIV/AIDS, and transgender health. His work was not only impactful but also served as an inspiration to those around him. Moreover, Dr. Krieger's passionate advocacy for methadone clinics demonstrated his recognition of the importance of providing resources and support for individuals struggling with addiction. His tireless efforts in this area enabled many people to access the care and treatment they needed to overcome their addictions and lead healthy, fulfilling lives.

Fourteen years ago, Dr. Krieger joined CMHA SCB with the amalgamation of Simcoe Outreach Services Incorporated and at which time, he co-located his practice at one of our Barrie facilities. More recently, he provided consultation services to the Nurse Practitioner Clinic – the team dearly misses his passion for healthcare matched only by his love for life and his family. He was famous for his colorful Hawaiian shirts, which spoke to his unique personality and zest for living. He was a lover of live music and often enjoyed concerts or performances in his free time. However, what set Dr. Krieger apart was his exceptional kindness and wisdom. His old-fashioned bedside manner and ability to communicate diagnoses in terms that patients could understand distinguished him as a truly compassionate physician.

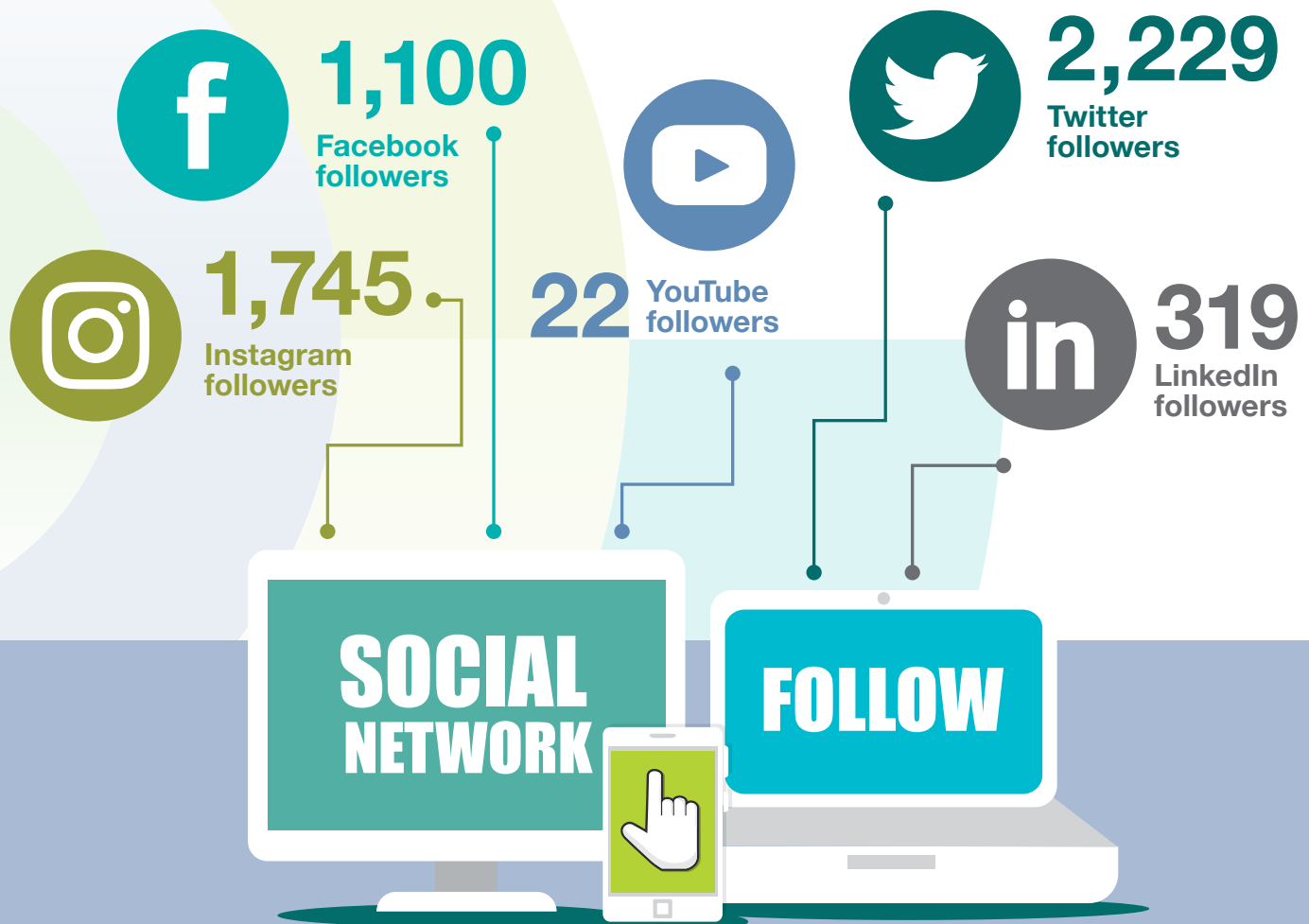
Dr. Krieger's impact on the healthcare community is immeasurable. His legacy lives on through the countless lives he touched and the significant contributions he made to the causes he deeply cared about. We are grateful for his tireless work to improve access to healthcare for marginalized communities and inspired by his commitment to equitable healthcare for all.

Although Dr. Krieger's passing has created a void in the healthcare community, his memory will continue to inspire us all to work towards a more compassionate and just world. We are honored to have shared his story, and we will always remember him as a true advocate and humanitarian.



Dr. Howard Krieger

SOCIAL MEDIA STATS

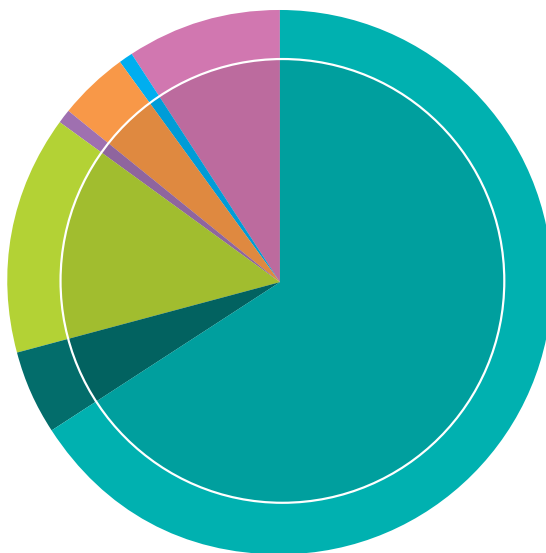


FINANCIALS

Revenue

total: \$ 27,068,013

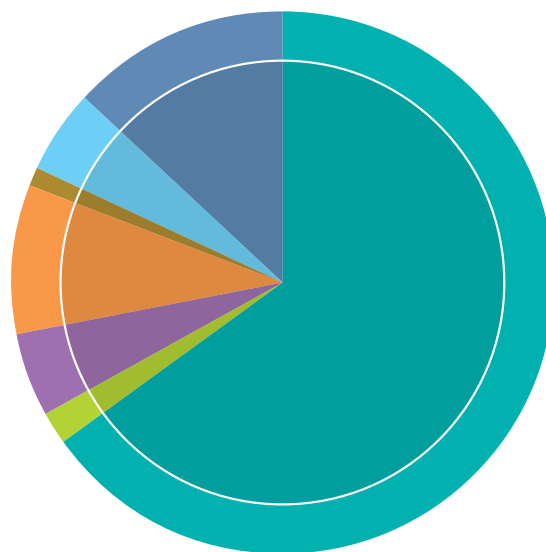
Ontario Health	17,760,562
Paymaster	1,345,550
Ministry of Health (Housing)	3,840,544
Grants	297,449
Rental Revenue	966,528
Fundraising/Back on Track (BOT)	354,936
Other	2,502,444

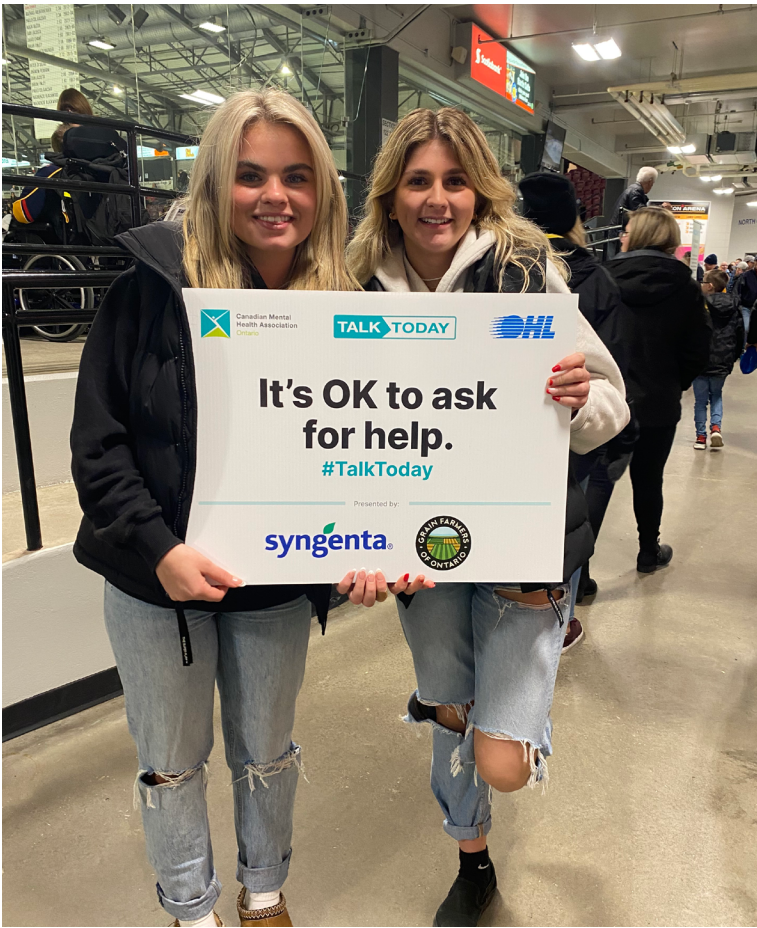


Expenses

total: \$ 26,274,729

Salaries/Benefits/Medical	17,010,153
Sessional Fees	79,172
Supplies	466,886
Sundry Expenses	1,214,371
Equipment/One-Time Expenses	2,384,025
Fundraising/BOT Expenses	176,831
Contracted Out Expenses	1,425,163
Building/Grounds	3,518,128







“

Knowing I can reach out at any time and get help or advice I need at almost any moment is always a good.”

Client of Case Management Program





ANNUAL REPORT 2022 2023

CANADIAN MENTAL HEALTH ASSOCIATION SIMCOE COUNTY BRANCH

 cmhastarttalking.ca
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 [@StartTalking1](https://twitter.com/StartTalking1)
 [@cmhasimcoecounty](https://www.instagram.com/cmhasimcoecounty)

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1-800-461-4319

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