



NORTH OF
SUPERIOR
COUNSELLING PROGRAMS

Programmes de Counselling
Nord du Supérieur

A Year of Transition

2021-2022 ANNUAL REPORT

Message from Executive Director and Board Chair

When reflecting upon 2021/2022, we can easily sum up the year as being one of transition.

Early in the year, long-time Executive Director, Shannon Cormier, moved on to her next exciting adventure. Bobby Jo Smith made the trek from South Western Ontario and joined North of Superior Counselling Programs (NOSP) in the role of Executive Director. Shortly thereafter, past Board Chair Adam Brown stepped down and Jocelyn Bourgoin, past Treasurer, was elected to lead NOSP's volunteer Board of Directors.

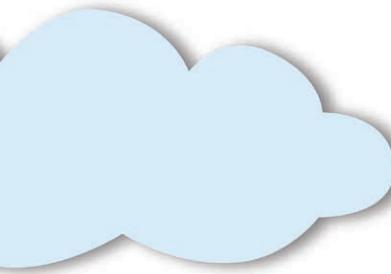
That was just the beginning.

Over the course of the year, COVID-19 continued to factor heavily into decision making and service delivery. As Ontario transitioned from one wave to the next, NOSP had to modify its method(s) of service delivery, to ensure the safety of all was kept top-of-mind, while also making every possible effort to meet the needs of individuals and families, from across the District, who were living with mental health and/or addiction challenges.

While COVID-19 undoubtedly contributed to a variety of challenges in relation to service delivery, the NOSP team persevered and, at no time, did their passion for the work that they do or the dedication to their clients' waiver.

Despite the many challenges and stressors that accompanied COVID-19, we can share that one of the unexpected benefits that resulted was the greater ease with which NOSP was able to deliver services virtually. While virtual service delivery is not ideal for everyone, and certainly is not the preferred choice of engagement and support within some of our programs and services, the virtual delivery of services enabled NOSP to continue to provide a variety of supports for individuals and families across the District, including in those communities where NOSP was without staffing resources.

Speaking of staffing resources, NOSP found itself with a number of vacancies throughout the year due to staff departures, retirements and internal transfers to newly funded and/or created positions. Like so many employers across Ontario, NOSP has faced challenges with recruitment, with the greatest barrier to securing new staff reportedly being the northern and rural location of NOSP's service sites. As NOSP remains committed to providing face-to-face services, as possible, along with the ongoing provision of virtual service delivery, there is a continuing effort to recruit clinicians in order to have a physical presence in the communities served by NOSP. For the upcoming year,



NOSP has secured a recruiter to support with the search and recruitment of new staff.

During the 2021/2022 year, NOSP also transitioned to a centralized intake for all Adult and Children's Services. Regional Managers transitioned to Clinical Services Managers (CSMs) for specific program areas, District-wide, and community-specific clinicians transitioned to delivering services across multiple communities, moving towards more of a District-wide approach to service delivery as opposed to remaining community-specific, the latter of which allowed for face-to-face service delivery in communities where staffing vacancies existed.

Yes, 2021/2022 was undoubtedly a year of transition. We can be confident in stating, however, that while these transitions were not always easy, NOSP has continued to flourish and is well positioned for the future, a future which includes meeting the mental health and addiction needs of individuals across the lifespan, living within the rural District of Thunder Bay. Thank you to our dedicated staff, volunteers and partners for making this possible!

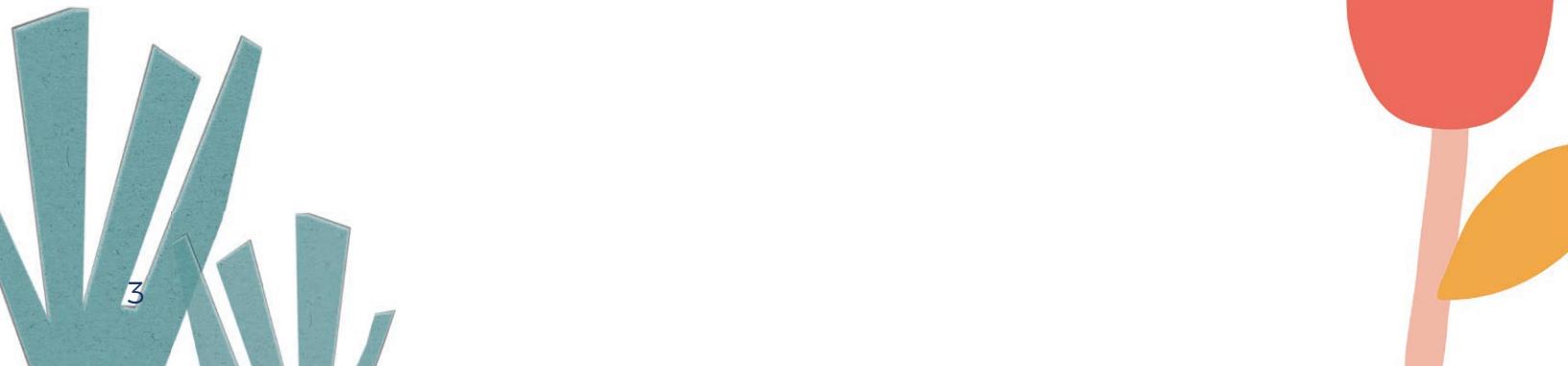
Kind regards,



Bobby Jo Smith
Executive Director



Jocelyn Bourgoin
Chair, Board of Directors





A Busy but Exciting Year

- ❖ NOSP staff completed a staff satisfaction survey during the summer of 2021. A number of recommendations and action items resulted from this survey, contributing to organizational change over the course of the year.
- ❖ NOSP staff continued to have their day-to-day work and delivery of services influenced by COVID-19. Workplace practices changed throughout the course of the year, based on Directives from the Province and the Thunder Bay and District Health Unit (TBDHU).
- ❖ All adult and children's counsellors completed Solution Focused Brief Therapy (SFBT) training.
- ❖ All adult and children's counsellors completed Cognitive Behavioural Therapy (CBT) training.
- ❖ NOSP's management team was restructured. The previous three Regional Manager positions were transitioned to three Clinical Services Managers (CSMs), each of whom supervise a portfolio of programs across the District. The CSMs travel across the District monthly, to support the teams with whom they work. The Administrative team transitioned from an Executive Director, Human Resources Manager and Executive Assistant to an Executive Director, Administrative Manager and Administrative Assistant. NOSP's information technology (IT) support and financial management continues to be outsourced.
- ❖ NOSP established a centralized intake, following an extensive process mapping exercise, which was guided by LEAN Six Sigma methodology. Supporting this centralized intake are two Centralized Intake Clinicians, a newly created position in late 2021.
- ❖ NOSP developed a new comprehensive Referral Form and implemented an on-line referral option for greater ease of access.
- ❖ NOSP enhanced its Walk-in/Talk-in Services in an effort to be available five days/week, Monday to Friday.
- ❖ The previous Senior Volunteers in Service (SVIS) program, which supported seniors, was rebranded to the Enrichment and Social Engagement (EASE) program which has been further enhanced to provide support for seniors, adults with physical disabilities and caregivers of seniors and adults with disabilities. This program, which matches trained volunteers to clients, has also been expanded to include student volunteering opportunities.

A Busy but Exciting Year

- NOSP implemented the Ontario Perception of Care (OPOC) survey tool, to provide to clients in an effort to learn more about their perception of the services they receive from NOSP. This is a provincially standardized tool and widely used across Ontario's mental health and addiction services.
- NOSP received confirmation of funding to contribute counselling resources to a Rapid Access to Addiction Medicine (RAAM) Clinic for Greenstone. This counsellor will start supporting the RAAM in May 2022.
- NOSP learned that it was approved to become a Service Delivery Site (SDS) for the Ontario Structured Psychotherapy (OSP) program. Two clinicians will be hired in 2022 to support the delivery of this program.
- NOSP received an additional \$10,000 from the Ministry of Health to support the provision of more rental supplements across the District.
- NOSP received an additional \$10,375 in Ministry of Health funding, through the advocacy efforts of Addiction and Mental Health Ontario (AMHO) to support housing stability of individuals and families across the District.
- NOSP received confirmation that it would receive funds to support round-trip transportation of individuals from the District, into the City of Thunder Bay, in order for these individuals to access withdrawal management and addiction treatment beds. These funds will become available in the summer/fall of 2022.
- Staffing shortages increased as the year progressed, with the greatest number of vacancies being within Children's Services. Health and Human Services (HHS) recruitment is a significant challenge across the north, at this time, with high rates of vacancy not being unique to NOSP. In an effort to mitigate the impact upon client service delivery, however, NOSP redeployed existing staff where possible, expanded upon virtual service delivery so as to ensure counselling support could be available across the District, despite an absence of local counsellors, and further engaged in creative partnerships, across sectors, to fill gaps in services.



Services Across the Lifespan

Children's Services

North of Superior Counselling Programs (NOSP) delivers a variety of programs and services for children and youth, ages 0 – 17 years, and their parents/caregivers.

Services are offered face-to-face, virtually and over-the-phone, depending on an individual's service preference and/or identified need(s). Where possible, children are also seen in school. Services include:

- Coordinated Access and Intake
- Brief Service (inclusive of Walk-in/Talk-in services)
- Counselling & Therapy
- Case Management and Service Coordination (inclusive of Psychiatry Referrals and Support)
- Family/Caregiver Capacity Building & Support
- Intensive Treatment Services
- Referral to Specialized Consultation and Assessments
- Targeted Prevention (i.e., groups and presentations)
- Referral to External Developmental Services for Individuals and Families (inclusive of Rural Psychology Referrals and Support)

CHILD/YOUTH/FAMILY SERVICES	UNIQUE INDIVIDUALS SERVED
Coordinated Access and Intake	606
Brief Service	41
Counselling & Therapy	266
Case Management and Service Coordination	557
Family/Caregiver Capacity Building & Support	30
Intensive Treatment Services	24
Referrals to Specialized Consultation and Assessments	4
Targeted Prevention	211
Referrals to External Developmental Services	43

Children's Services Cont'd

TOTAL TRENDING INDIVIDUALS SERVED BY AGENCY			
DESCRIPTION	2019/2020	2020/2021	2021/2022
Children's Services	1,838	1,457	606*

* the significant decrease in individuals served through Children's Services directly corresponds with the vacancies in Children's Services positions during the reporting year.

Also important to note, however, is that while NOSP served fewer unique individuals, the children, youth and families reaching out for support predominantly presented with multiple and more complex needs, resulting in multiple programs and services being utilized by any one individual/family.

Programs and services are funded through the Ministry of Health, Mental Health and Addiction Programs Branch and the Ministry of Children, Community and Social Services. Funding is also received from the Ministry of Education through which NOSP partners with the Northern Ontario Education Leaders (NOEL) to deliver additional services in the Public and Catholic Schools across Greenstone.



"Thank you for all you have done for my son. He is finally attending school regularly and has been doing much better with his grades. He sometimes even smiles now when he heads off to school. My husband and I are also fighting less. Our home is a much happier place."

Parent who accessed Family Capacity Building & Support and who's son participated in Counselling

Services Across the Lifespan

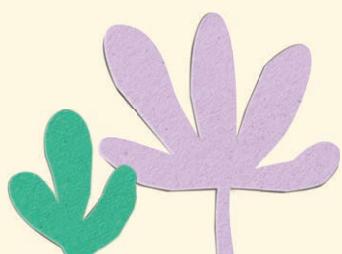
Adult Services

North of Superior Counselling Programs (NOSP) delivers a variety of programs and services for adults, ages 18 and older.

Services are offered face-to-face, virtually and over-the-phone, depending on an individual's service preference and/or identified need(s). As required, and as appropriate to do so, NOSP clinicians will also meet with individuals in their homes.

- Adult Mental Health Counselling & Treatment (inclusive of Psychiatry Referrals and Support)
- Adult Mental Health Case Management
- Substance Use Counselling and Case Management
- Problem Gambling
- Rental Supplement Program with Housing Case Management
- Enrichment and Social Engagement (EASE) Program for Seniors, Adults with Physical Disabilities and their Caregivers (rebranded from the previous Senior Volunteers in Service [SVIS])
- Walk-in/Talk-in services support all above noted mental health and addiction programs and services

PROGRAM SERVICE	UNIQUE INDIVIDUALS SERVED	NUMBER OF VISITS
Adult Mental Health Counselling & Treatment	868	6,009
Adult Mental Health Case Management	223	718
Substance Use Counselling and Case Management	287	1,468
Problem Gambling	1	14
EASE (Previously SVIS)	24	551
Rental Supplement Program with Housing Case Management	44	567 (and 6,275 days housed)



Adult Services Cont'd

TOTAL TRENDING INDIVIDUALS SERVED BY AGENCY			
DESCRIPTION	2019/2020	2020/2021	2021/2022
Adult Services	1,662	1,412	1,041*

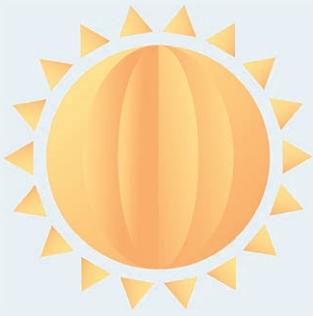
* While fewer unique individuals accessed services, it is important to note that the individuals reaching out for support predominantly presented with multiple and more complex needs, resulting in multiple programs and services being utilized by a single individual and many of these individuals utilizing specific services for longer than what has historically been observed.



Adult mental health and addiction services are funded through Ontario Health (previously the Local Health Integrated Network [LHIN]) and the Ministry of Health.

“Thank you just isn’t enough. I finally have a diagnosis and for the first time in my life I know why I feel the way I do. I’m on medication now and I can cope so much better since being in counselling. I actually think I might be able to go back to work soon. Thank you so very much.”

Client of Psychiatry and Adult Mental Health Counselling



Statement of Operations

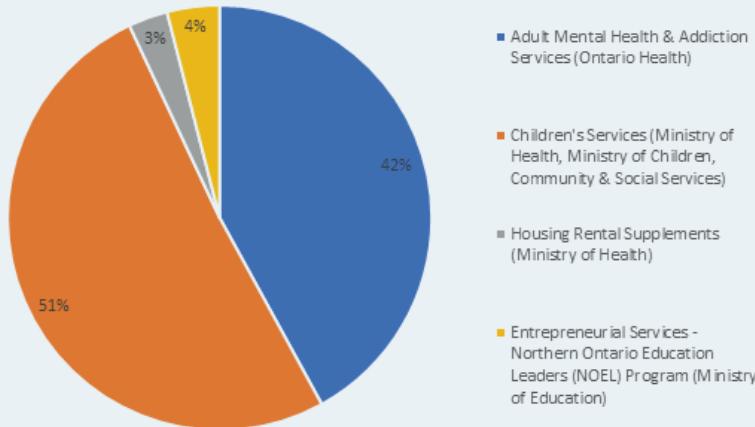
NOSP has a service agreement with the Nipigon District Memorial Hospital to provide back office financial services and support. The following provides condensed financial information for the 2021-2022 fiscal year. Fully audited financial statements are available on the NOSP website: www.nosp.on.ca.

Statement of Operations	MCYS/MCSS Children	OHN Adult	MOHLTC Rent Supplement	Entrepreneurial Services	Other	2022 Total	2021 Total
Revenue	\$	\$	\$		\$	\$	\$
Net Ministry funding	1,819,867	1,516,524	90,396	-	-	3,426,787	3,520,572
Other revenue	62,273	-	-	117,798	254	180,325	127,674
	1,882,140	1,516,524	90,396	117,798	254	3,607,112	3,648,246
Expenditures							
Salaries and Benefits	1,177,582	974,208	-	83,792	-	2,235,582	2,412,750
Allocated administrative expenses	208,130	361,536	-	-	-	569,666	559,229
Other expenses	449,553	55,991	90,396	200	-	596,140	472,764
Professional fees - client	-	78,195	-	-	-	78,195	68,287
Staff training and travel	46,875	46,594	-	563	-	94,032	99,345
	1,882,140	1,516,524	90,396	84,555	-	3,573,615	3,612,375
Excess of revenue over expenditures	-	-	-	33,243	254	33,497	35,871

Financial Summary



Funding



Expenditures



Acknowledgements



During the 2021/2022 year, the following staff reached milestones in their time with North of Superior Counselling Programs (NOSP):

- **Stephanie Cossette** – 5 years
- **Krista McCooeye** – 5 years
- **Valerie St. Denis** – 5 years



During this same year, we were sad to see the following long-time NOSP employees retire but, at the same time, we are happy for them as they embark upon this next phase of their personal journeys:

- **Kim Aquino** – after 30 years of dedicated service
- **Nicole Beaulieu** – after 8 years of dedicated service
- **Lisa MacKenzie** – after 11 years of dedicated service

We must also acknowledge and thank the impressive **clinical team** of Counsellors, Housing Coordinators, Family Support Workers, Program Assistants, Centralized Intake Clinicians, the EASE Coordinator and Clinical Services Managers. Without the dedication and passion of these individuals, NOSP could not have provided its valuable services to individuals across the lifespan who reached out for support.

Nor could we deliver our EASE program without our incredible, caring and compassionate **volunteers** – thank you!

Appreciation and thanks also goes out to NOSP's ever-impressive **administrative team**, consisting of NOSP's Administrative Manager and Administrative Assistant.

And, finally, a warm "thank you" goes to NOSP's **Board of Directors** whose volunteer commitment and leadership is so truly valued.

Acknowledgements



The NOSP board of directors, leadership team and staff acknowledge and thank the many and valuable **community partners** with whom NOSP works, each and every day. No one service can meet the needs of all individuals, families and communities across the rural District of Thunder Bay. The commitment to collaboration that exists across the District and, more broadly, the North West, is truly second-to-none.

The NOSP board of directors, leadership team and staff respectfully acknowledge the Robinson Superior Treaty Area and Treaty 9 that the NOSP service area falls within.



Vision

Healthy People, Resilient Families,
Vibrant Communities across the
rural District of Thunder Bay



Mission

Working together to optimize
health and well-being



Values

- Inter-Connection
- Collaborative Partnerships
- Public Service
- Service Excellence



Transformation Priorities

- Ensure mental health and addiction services remain integrated across the lifespan
- Mental health and addiction services remain governed, managed and delivered within the District of Thunder Bay
- Client-Centered



Core Concepts

- Client-Centered
- Systems of Care
- Innovative Approaches
- Local Solutions



Strategic Goals

- System Capacity Resilience
- Whole Health
- Optimize Mental Health & Addiction Service System



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