

SERVICE COORDINATION IN EMPLOYMENT AND MENTAL HEALTH SERVICE NETWORKS

Final Report



North Superior Workforce Planning Board
Local Employment Planning Council

August 1, 2018

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**Local Employment
Planning Council**

Conseil local de planification
en matière de l'emploi





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This project is funded in part by the Government of Canada and the Government of Ontario.

EXECUTIVE SUMMARY

This report provides the deliverables for the project “Research and report on strengthening service coordination currently among service provider networks” sought by the Local Employment Planning Council for the Thunder Bay District in August, 2017. The purpose of that call was to increase service coordination in the employment service network of providers, with the ultimate goal of providing more holistic and coordinated supports to Employment Service clients, particularly those who have multiple concurrent needs (e.g., employment, mental health, housing, literacy). This project sought to approach that goal by (1) conducting a review of the literature on service coordination, (2) conducting a scoping review of employment services in the Thunder Bay District, and (3) conducting a survey through which the existing referral and collaboration networks in the system could be examined.

In this report, literature is summarized on the various models of service coordination that have been examined, as well as some of the issues that arise in service coordination and collaboration. At the request of Employment Service stakeholders, the Situation Table model was explored in more detail. This model, which is particularly effective in situations of acute risk involving multiple organizations, is well documented and researched. The Situation Table approach is contrasted with the typical case management approach and a table of issues for further consideration is provided.

A stakeholder focus group was held in November of 2017 where the above findings were presented and a facilitated discussion regarding how to increase service coordination was held. The findings of this session

are included in this report. It was decided that prior to pursuing further service coordination, a scoping review was required through which employment service organizations throughout the District could be identified, and then mapped. Thus there were two further phases to the project. The first was the scoping review, in which 51 organizations were identified along with select information. The resulting scoping review was shared with all of these organizations and is included as an appendix. The second phase involved a survey that was sent to all 51 organizations. Complete responses were received from 25 organization representatives.

Information gathered through the survey and presented in the report below include reports of the services required by clients, the degree to which further collaboration is sought with other organizations, referral networks outbound and inbound, presented both as tables of organizations reporting the most referrals in and out, and visually as network maps, and collaboration maps depicting networks of formal and informal collaboration that exist within the current service system. Open ended survey questions also provided further information on respondents’ perceptions of best practices in serving complex clientele and barriers to such practices.

A second Stakeholder focus group was held in July of 2018. Findings from the scoping and mapping phases of the project were presented and discussion provided context and meaning for the findings. These are discussed further in the report below, along with discussion of the limitations of the project and potential future directions.

SERVICE COORDINATION

IN EMPLOYMENT AND MENTAL HEALTH SERVICE NETWORKS



BACKGROUND AND RATIONALE

This project builds on 6 years of work with the North Superior Workforce Planning Board (NSWPB), examining the workforce as a complex adaptive system. This work included the development and provisioning of training on innovation and leadership through the lens of complex systems theory, and two projects on the use of social network analysis to visualize segments of the workforce. Through this work, we examined network maps and analyzed network statistics in relation to the network's performance. The findings of one of these latter projects were presented at a focus group in March of 2017 (NSWPB report, 2017). In attendance were several stakeholders from among Employment Ontario service organizations in Thunder Bay. These stakeholders identified service coordination for client referral as a critical issue, and saw that the interconnections among service organizations could also be mapped and visualized as a network. With such mapping as a guide, it was thought that services and client referral could be more effectively coordinated, and that this was necessary to increase service uptake and client employment outcomes.

Thus, the current project was developed and proposed to the Local Employment Planning Council for funding in August, 2017. The proposal was supported, and the project was initiated in September, 2017. The ultimate goal of the project is to provide more holistic and coordinated supports to Employment Service clients, particularly those who have multiple concurrent needs (e.g., employment, mental health, housing, literacy). The purpose of the project was to approach this goal by examining the service system and the movement of clients within that space as a social network and to explore how different models of service coordination, with particular attention to the situation table model, might impact that network.

Findings from the current study can serve as a baseline against which the outcomes of further service coordination activities can be compared. Deliverables from the current project include a literature review on service coordination and presentation to stakeholders (November, 2017), a scoping review of existing employment service organizations, network maps and statistics, interpretation and analysis, and a set of recommendations for pursuing service coordination.

The remainder of this report follows the timeline of the project. The first step was a review of the literature on service coordination, which was presented at a facilitated discussion of employment service and mental health stakeholders in November of 2017. From this session it was identified that a scoping review of existing service providers was needed, followed by a survey of service providers and mapping of existing collaboration and referral networks.

LITERATURE REVIEW

As service organizations have become increasingly specialized to meet the varied and complex needs of clients (Best Practice Briefs, 1999), an unintended consequence has been that providers have become separated and siloed in their functioning (Gillespie & Murty, 1994). As a result, clients report experiencing difficulties navigating between service providers; there may be no relationships between service providers that would give guidance to clients, and challenges may be encountered moving between providers due to systemic or client barriers (i.e., transportation or literacy), or sometimes the needed service may not exist (Gillespie & Murty, 1994).

This silo of services has been identified as a large hurdle for service providers to overcome that presents a significant barrier to clients receiving services, often to the detriment of the client, their families, and the community (Bunger, 2010; Russell, 2017). Dismantling the silos through which service providers operate is transformative and requires a paradigm shift in the way providers meet the needs of clients (Jenkins, 1998; Nilson, 2015). This involves reconceptualizing where risk is: instead of seeing risk as being housed in the client themselves or their circumstances, risk is within the system where agencies may have policies or mandates that are limiting, or a lack of resources which renders them unable to meet the needs of complex clients (Brown & Newberry, 2015). To improve these circumstances then, service providers are called upon to collaborate to meet needs beyond what one agency is able, or willing, to provide (Brown & Newberry, 2015).

Organizations with a goal of better coordinating services are called upon to engage in further collaboration. Inter-agency collaboration that crosses silos related to funding, mandate, or culture, presents both unique challenges and opportunities. Cross-silo collaboration (e.g., mental health, employment) can be a powerful tool in social change, maximizing resources, adding value, broadening reach, and enhancing innovation. Alternatives may be developed that reach more people with more holistic supports. Some considerations in collaboration and cross-organization coalition building include those shown in **Table 1**.

Table 1. Considerations in Collaboration and Coalition (Kagan, Burton, Duckett, Lawthom, Siddiquee, 2011).

Considerations in Collaboration and Coalition	
Readiness	Energy, leadership, time, limited history of competition or conflict
Intentionality	Clear goals, shared belief in what is possible
Structure	Resources, staffing for inclusive decision making, good communication
Action	Concrete outcomes, regular engagement
Membership	Broad and inclusive
Leadership	Dispersed, collaborative, varied
Resources	Funding, space
Relationships	Trust builds, maximizing strengths, conflict is handled productively
Technical assistance	Training and support needs change over time

Service coordination takes many different forms, including the following (Best Practices Brief, 1999; Bunger, 2010; Swanson, et al., 2014; Brown & Newberry, 2015:

Case Management	Actions taken by a service agency to assist an individual or family navigate multiple required services through the service delivery process. Usually associated with one service provider, case management involves introducing a client to required services and helping them navigate from one service to another.
Case Conferencing	Informal, as-needed process of service providers consulting with one another on service provision for specific individuals or families.
Wrap-around	Person or family driven team-based planning process that develops an individualised plan and strategies to address needs. Typically involves a trained facilitator. This term is used in a variety of ways, and is also used to refer to holistic, person-centred supports more broadly.
Collaboration	A group of agency representatives who have decision making power meet on a consistent basis to meet the needs of a population. More formal than case conferencing, but agencies still use separate personnel, locations, and records.
Integration	Any method through which treatment interventions for those with co-occurring mental disorders are combined (provided simultaneously) in a primary treatment relationship or service setting.
Hub	Bringing together several organizations and services in one conveniently located facility. Examples include the Unison Health and Community Services Hub in Toronto.
Service resolution	High level managers from various organizations who engage in divergent, collaborative problem solving to address complex needs of most vulnerable clients.
Situation Table	Also known as Connectivity Table, this model is similar to service resolution but includes frontline providers who meet regularly to address complex client and family needs. Used in situations involving elevated risk and where typical supports alone are not effective. Information is shared openly at the table and representatives share leadership and ongoing communication, implementing a treatment plan within 24-48 hours.

THE SITUATION TABLE MODEL

The project began with particular interest in the Situation Table model. In the more classic case management, the client meets with an intake worker who, after conducting an assessment and hearing the clients' story, will act as a liaison for them in connecting them with required services through referrals according to a management plan. They monitor the client's progress, perform evaluations after the service, for instance, an employment readiness assessment, and are then followed up with the hopes that the client's state has improved.

This is contrasted with the situation table approach wherein many frontline workers, who are familiar with acute risk factors, from human service organizations are present to discuss complex client cases. The partnered organizations of the table have one representative at the table who meets regularly with other representatives to refer, identify, and discuss client and familial needs. This arrangement also allows for those service organizations most appropriate/needed to be involved, providing a personalized client-based approach to care. These tables are made up of those organizations that are able to address the needs of their community specifically based on the unique challenges of their catchment area. As a community based approach to risk reduction, the situation table relies on the relationships among those at the table and the partnerships that are established among them. These partnerships are made strong with trust and enhanced with a common purpose to improve the well-being of their clients (and in this case, employment outcomes) (Brown & Newberry, 2015; Reinhard, 2000; Russell, 2017).

The situation table takes a holistic and integrated approach to clients, and is able to surpass a number of limitations imposed on case managers by systemic barriers. For instance, referring agencies are often unable to access information about the client's navigation of the system such as whether they attended an appointment. This makes it difficult for managers to effectively monitor the client's progress to ensure best outcomes. Also, time constraints and high case loads can make it difficult to provide timely referrals and supports, leading to client disengagement. Financial constraints were also cited where funding was only provided for a period of time.

Table 2. Considerations for developing a Situation Table model for Employment Services.

Name	Description
Power	Representatives should be arranged such that no service agency has more power or influence than any other present.
Training	Developed and implemented intentionally to promote a shared understanding of the table.
Network	Take advantage of existing networks when inviting organizations to the table. Partnering with well-respected organizations adds credibility to the initiative.
Leadership	Upper management should ensure cooperation at all levels; identify champions and harness collective enthusiasm.
Thunder Bay	There is a mental health Situation Table in Thunder Bay that includes many organizations that would be involved in this one. It addresses clients who present imminent risks to themselves and others. Data is formally gathered for evaluation.
Time	Setting up a situation table takes time and involves addressing many systemic barriers.
Table suitability and privacy	Important to establish a protocol for determining whether a client's situation is appropriate for the table. The provincial Situation Table network has developed a 4-filter approach for this purpose (see Table A4 Appendix 1).

In the classic case management approach, the clients must also reiterate their stories to each service agency where rapport and trust may be difficult to establish each time. The situation table eliminates this emotional labour on behalf of the client and allows for greater trust in agencies as all participating representatives know what risk factors are present and what needs are to be addressed. Findings from existing tables indicates that the ongoing communications among agencies when addressing situations leads to greater knowledge of each other's agency cultures and observing how they worked in context resulted in greater trust among representatives, crucial to the functioning of the table. In this, all representatives

whose mandates fall in line with client needs or have the resources necessary to address them would share responsibility for the client’s well-being, formulating an intervention, and having the team meet with the client to engage them in the intervention. The team is present for the client throughout this process and share a collective vision.

By approaching services in this way, situation tables are actively reconceptualising where risk is: instead of seeing risk as being present in the client themselves or their circumstances, risk is within the system where agencies may have policies or mandates that are limiting, or lack of resources making them unable to meet the needs of complex clients (Gillespie & Murty, 1994; Russell, 2017).

Several considerations were identified if the employment service system wishes to pursue a Situation Table approach to coordinating services for clients with complex needs. These are shown in **Table 2**.

See Appendix 1 for resources associated with Situation Table models of service coordination.

STAKEHOLDER PRESENTATION

On November 6, 2017, the findings of the above literature review and associated resources were presented to a group of stakeholders representing employment service and mental health organizations. **Table 3** shows those organizations in attendance. The session was held at YES Employment Services.

Table 3. Attendees at Stakeholder Presentation

Organization
Catholic Family Development Centre
Thunder Bay Indigenous Friendship Centre
Thunder Bay District Social Services Administration Board
Thunder Bay Counselling Centre
Alpha Court
YES Employment Services

Following the presentation, a facilitated discussion was held to gather perspectives on what the needs, gaps, and priorities are for supporting clients with

complex needs, and to learn about current examples of collaboration and service coordination.

It was noted that several organizations present are involved in formal and informal forms of service coordination already, and that several of the organizations represented at the focus group were among those involved in the existing Thunder Bay Situation Table. This initiative and other examples of ongoing service coordination and partnership were discussed. Ultimately it was recognized that while there are pockets of collaboration, these are not well connected with each other, particularly because of funding silos. In addition, it was noted that there are many organizations representing either general employment needs or a specific cluster of employment needs, and that all of these organizations are approaching the same pool of employers in the District on behalf of their clients.

It was decided that before pursuing any one model of collaboration further, it was necessary to conduct a scoping review to identify organizations in the district providing employment and mental health services, and to map the existing networks of collaboration and referral occurring within this network space.

This clarification in direction was reviewed with the LEPC and approved. The next step in the project was to conduct a scoping review of service providers.

SCOPING REVIEW

The scoping review involved generating a list of organizations that influence employment in Thunder Bay District. We adopted the LEPC definition of the Thunder Bay District, and the Ministry of Training, Colleges, and Universities (MTCU) definition of Employment Service organizations, that being those offering “resources, supports, and services to respond to the career and employment needs of individuals and the skilled labour needs of employers.” The review was conducted by searching the internet for available information and following up with phone calls as needed. For each organization, information was gathered on who they support, what services they offer, where their funding originates, and the stated mandate/mission/vision of the organization. In the initial scoping, 44 organizations were identified.

On February 22, 2018, the first draft of the scoping review was circulated to all identified organizations by email with a cover letter explaining the project. The project was presented as involving two phases: a scoping review in which their organization was identified, and a mapping exercise. Each organization was informed that they would be contacted again with a request to complete a survey for the mapping exercise, and were asked to provide feedback on the scoping review and to identify any additional organizations that should be contacted for the scoping review.

Revisions and additions were incorporated into the scoping review, with the result being 51 scoped organizations. The final complete scoping review is included in the Appendix 2.

NETWORK ANALYSIS AND SURVEY

While the scoping review document was being reviewed by the scoped organizations we proceeded with developing the survey and pursuing Research Ethics Board approval from Lakehead University for the survey and mapping phase of the project. The survey would enable us to gain knowledge of existing networks of referral and collaboration, as well as to gather more information on the types of services offered, the range of client needs, and best practices in supporting clients with complex needs.

Table 4. Responding organizations

Responses from:	
Ginoogaming First Nation	Literacy Northwest
YES Employment Services	Professions North / Nord, Laurentian University
Thunder Bay Community Economic Development Corporation (CEDC)	MTW Employment Services
Thunder Bay Counselling Centre	Anishinabek Employment & Training Services
Centre de Formation Manitouwadge Learning Centre	Thunder Bay District Social Services Administration Board
Canadian Mental Health Association	Centre de Formation pour adultes de Greenstone
Thunder Bay Indigenous Friendship Centre	Novocentre
PARO Centre for Women's Enterprise	Shelter House Thunder Bay
Catholic Family Development Centre	Community Living Thunder Bay
Handicapped Action Group Inc (HAGI), Community Services for Independence North West	Seven Generations Education Institute
Lakehead University, Student Success Centre	Northwest Employment Works – Confederation College
Independent Living Resource Centre Thunder Bay	Alpha Court
Avenue II, Community Program Services Inc.	

Ethics approval was obtained on April 20, 2018. The cover letter, consent form, and survey were set up on SurveyMonkey, and the 51 organizations in the final scoping review were contacted again and invited to participate in the survey by email on April 24, 2018. In the invitation we explained that we were seeking one individual from upper management, with awareness of the organization's partnerships and collaborations, to respond to the survey on the organization's behalf. The updated version of the scoping review was also attached at that time. Two additional reminders to participate were sent along with another updated version of the, now final, scoping review. The survey was closed at the end of May, 2018 with 25 complete responses (50% response rate) received from the organizations listed in **Table 4**.

RESULTS: DESCRIPTIVE STATISTICS

We began by examining responses to the descriptive items in the survey. First, respondents were asked to select all from a list of 13 services that their organization offered. These are shown in **Table 5**.

Next, participants were asked to indicate what percentage of their clientele requires each of the following services. Responses are shown in **Table 6**. Cells highlighted in red are the most cited range, light red the second most cited range.

Table 5. Responses to the question, “What services does your organization offer (select all that apply)?” Shown in decreasing order.

Service	Number	Percentage
Pre-employment coaching (e.g., exploration of career goals, skills identification, job search training)	16	80%
Career building workshops (e.g., resume and cover letter assistance, interview practice, etc.)	13	65%
Job retention training and educational upgrading services	13	65%
Job searching / application resources (e.g., computers, internet access, printers, photocopiers, etc.)	13	65%
Access to job banks	12	60%
Job placements (e.g., financial incentives for employers)	10	50%
Job coaching (e.g., provide supports for persons with disabilities in preparing for the job, learning job duties, and aiding in carrying them out)	10	50%
Job matching (e.g., employment agency)	8	40%
Mental health services	7	35%
Access to assistive devices (e.g., hearing or visual) for job searching	6	30%
Addictions services	5	25%
Housing assistance	3	15%
Family / childcare services	3	15%

Table 6. Percentage of clientele requiring these services

	0	<10	10-20	20-30	30-40	40-50	50-60	60-70	70-80	80-90	90-100
Employment	0	1	4	3	1	0	2	0	3	3	6
Mental Health	3	0	0	5	1	1	3	1	3	1	2
Addiction	4	2	3	2	1	4	1	0	1	2	0
Disability	3	3	3	2	4	1	0	0	0	1	4
Housing	4	3	3	4	1	1	1	0	2	1	1
Family	5	7	2	2	1	0	1	0	3	0	0
Cultural	2	4	4	3	2	1	1	0	3	0	3

Respondents were asked to indicate how close they felt their organization is with each other listed organization on a 1 (not at all) to 4 (very) scale. Subjective closeness was not defined for respondents, so could reflect interpersonal qualities in communication, and/or closeness of mandate. The organizations rated closest overall as well as least close are shown in **Table 7**.

Table 7. Mean closeness ratings

How close is your organization with:	mean
Thunder Bay District Social Services Administration Board	2.87
Confederation College, Literacy and Basic Skills / Academic Upgrading	2.55
Thunder Bay Indigenous Friendship Centre	2.50
St. Joseph's Care Group	2.41
Shelter House Thunder Bay	2.33
March of Dimes Canada	2.31
YES Employment Services	2.27
Alpha Court	2.20
Northwest Employment Works (NEW)	2.14
Literacy Northwest	2.08
Ontario Native Women's Association (ONWA)	2.07
Thunder Bay Counselling Centre	2.0
Anishnabek Employment and Training Services	2.0
Organizations rated least close:	
Superiorview Housing Cooperative	1.38
Seven Generations Education Institute	1.38
Superior Greenstone Association for Community Living	1.36
Frontier College	1.3
Phelps Group	1.23
Staff Locators	1.0
Ontario Ministry of Education - Specialist High Skills Major (SHSM)	1.0

Respondents were asked to indicate with which of the listed organizations they would desire greater collaboration. The percentage indicating that greater collaboration would be good is shown along with the percentage indicating the current level of collaboration is ideal for the top rated organizations in **Table 8**. For most of the remaining organizations ratings were approximately 50% wanting more collaboration to 50% finding the current level ideal. At least 30% of respondents would find more collaboration beneficial with almost all organizations. Only the following organizations were identified by fewer than 30% of respondents for preferring greater collaboration: Reseau du Nord, Professions North, Phelps Group, and Magnet. These results indicate that there is desire and opportunity for greater collaboration.

Table 8. Organizations with whom respondents would prefer greater collaboration.

Respondents want more collaboration with:	% Greater is good	% Current is ideal
Alpha Court	85%	15%
Ontario Native Women's Association (ONWA)	80%	20%
March of Dimes Canada	78%	22%
Canadian Mental Health Association (CMHA), New Foundations	77%	23%
Thunder Bay District Social Services Administration Board	77%	23%
Literacy Northwest	73%	27%
Ginoogaming First Nation	70%	30%
Ontario Ministry of Education, Ontario Youth Apprenticeship Program	70%	30%
Oshki-Pimache-O-Win Education & Training Institute	70%	30%

RESULTS: REFERRAL NETWORK

The primary goal of this phase of the project was to analyze the referral and collaboration networks in this service system. To do so we used Social Network Analysis, which has been used in recent research on inter-organizational networks (Davis, Koroloff, & Johnsen, 2012), and by the current project team to examine changes in the network structure of the North Superior Workforce Planning Board over 3 time periods (NSWPB report, 2016, 2017).

The software used in SNA generates interactive maps of a network. In the case of referral networks, each organization or program was a node or circle in the map, and these were connected with lines of increasing thickness, representing a greater number of referrals

made from one agency to the next. Such a map visually reveals patterns of referral across the network. Maps of referrals out can be compared to maps of referrals received, to identify the progress of referred clients in the network and where recommended services are/are not being accessed. SNA was also used to map networks of collaboration among organizations.

First we examined the referral network data, how much each organization reported receiving and making referrals in each area (employment, mental health, addiction, disability, housing, family, cultural, and other). In addition to the network maps, we generated tables showing the organizations that reported making and receiving the most referrals overall and in what areas. These are shown in **Tables 9** and **10**.

Table 9. Organizations with the highest reported referrals outbound:

Organizations with the highest reported referrals outbound:	Total Outdegree	Areas (outdegree)
Thunder Bay District Social Services Administration Board (TDDSSAB)	35	Employment (24), Addiction (7), Mental Health (6)
YES Employment Services	35	Other (22), Employment (7), Mental health (5)
Thunder Bay Indigenous Friendship Centre	30	Employment (21), Cultural supports (9), Family/childcare (8)
Catholic Family Development Centre	26	Employment (13), Mental health (6), Housing (6)
Thunder Bay Community Economic Development Corporation (CEDC)	25	Other (24), Employment (23)
MTW Employment Services	25	Other (14), Employment (10)
Thunder Bay Counselling Centre	25	Other (16), Employment (3), Mental health (3), Addictions (3)
Handicapped Action Group Inc. (HAGI), Community Services for Independence	23	Other (14), employment (6), mental health (6), cultural supports (6), addiction (5)

Table 10. Organizations with the highest reported referrals inbound:

Organizations with the highest reported referrals inbound:	Total Indegree	Areas (Indegree)
Thunder Bay District Social Services Administration Board	41	Other (21) housing (16)
Thunder Bay Community Economic Development Corporation (CEDC)	40	Other (20), Employment (20)
Thunder Bay Indigenous Friendship Centre	39	Employment (16), Mental Health (5), Cultural supports (5)
Catholic Family Development Centre	35	Mental health (21), Family (12)
YES Employment Services	35	Other (19), Employment (15)
Handicapped Action Group Inc. (HAGI), Community Services for Independence	31	Disability (14), Housing (14)

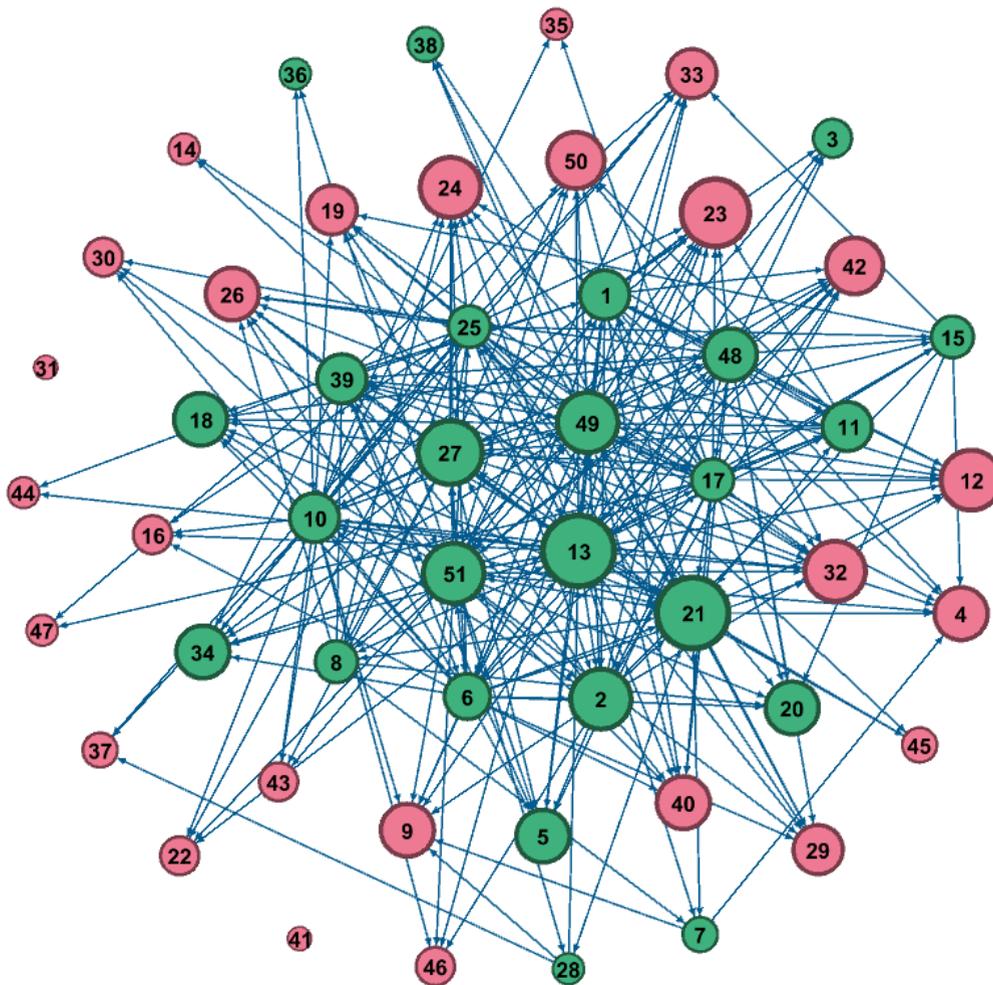
Each respondent was asked to indicate if they make referrals to each other organization in the list. The map in Figure 1 shows network connections according to whether the organization sends referrals to each other organization. Edges (lines) represent the flow of clients being referred outward from the responding organization to each other organization (the “flow to”). Nodes (circles) are sized by “indegree”, which is

how often they are being “hit” by referrals outbound by the responding organizations. In other words, the large nodes are those to whom the respondents indicate sending the most referrals. Nodes shown in red are organizations that did not participate in the survey, nodes shown in green are the responding organizations. Nodes are labelled by numbers, the legend below matches organization to number.

REFERRAL NETWORK LEGEND FOR NETWORK MAPPING FIGURES

ID	Organization	ID	Organization
1	Alpha Court	27	Northwest Employment Works (NEW)
2	Anishinabek Employment and Training Services	28	Novocentre
3	Avenue II Community Program Services Inc.	29	Ontario Ministry of Education - Cooperative Education
4	Canadian Hearing Society (CHS) Thunder Bay - Literacy and Basic Skills Program	30	Ontario Ministry of Education - Ontario Youth Apprenticeship Program (OYAP)
5	Canadian Mental Health Association (CMHA) Thunder Bay - New Foundations Program	31	Ontario Ministry of Education - Specialist High Skills Major (SHSM)
6	Catholic Family Development Centre	32	Ontario Native Women’s Association (ONWA)
7	Centre de Formation Manitouwadge Learning Centre	33	Oshki-Pimache-O-Win (OSHKI) Education and Training Institute
8	Centre de Formation Pour Adultes de Greenstone (CFAG) - Francophone Literacy and Basic Skills (LBS)	34	PARO Centre for Women’s Enterprise
9	Thunder Bay Chamber of Commerce	35	Phelps Group
10	Community Economic Development Corporation (CEDC) Thunder Bay	36	Professions North/Nord, Laurentian University
11	Community Living Thunder Bay	37	Réseau du Nord
12	Confederation College - Literacy and Basic Skills (LBS)/ Academic Upgrading (AU)	38	Seven Generations Education Institute
13	Thunder Bay District Social Services Administration Board	39	Shelter House Thunder Bay
14	Frontier College - Northern Ontario Chapter	40	Sister Margaret Smith Center (SMSC)
15	Ginoogaming First Nation	41	Staff Locators
16	Greenstone Economic Development Corporation (GEDC)	42	St. Joseph’s Care Group
17	Handicapped Action Group Inc. (HAGI), Community Services for Independence North West	43	St. Joseph’s Care Group - Employment Options Program
18	Independent Living Resource Centre Thunder Bay (ILRC)	44	Superior Greenstone Association for Community Living
19	Kiikenomaga Kikenjigewen Employment and Training Services (KKETS)	45	Superior North Adult Learning Association
20	Lakehead University - Student Success Centre	46	Superior Strategies
21	Literacy Northwest	47	Superior View Housing Cooperative - Non-Profit Housing
22	Magnet	48	Thunder Bay Counselling Centre
23	March of Dimes Canada	49	Thunder Bay Indigenous Friendship Centre
24	Métis Nation of Ontario (MNO)	50	Thunder Bay Literacy Group
25	MTW Employment Services	51	YES Employment Services
26	North of Superior Counselling		

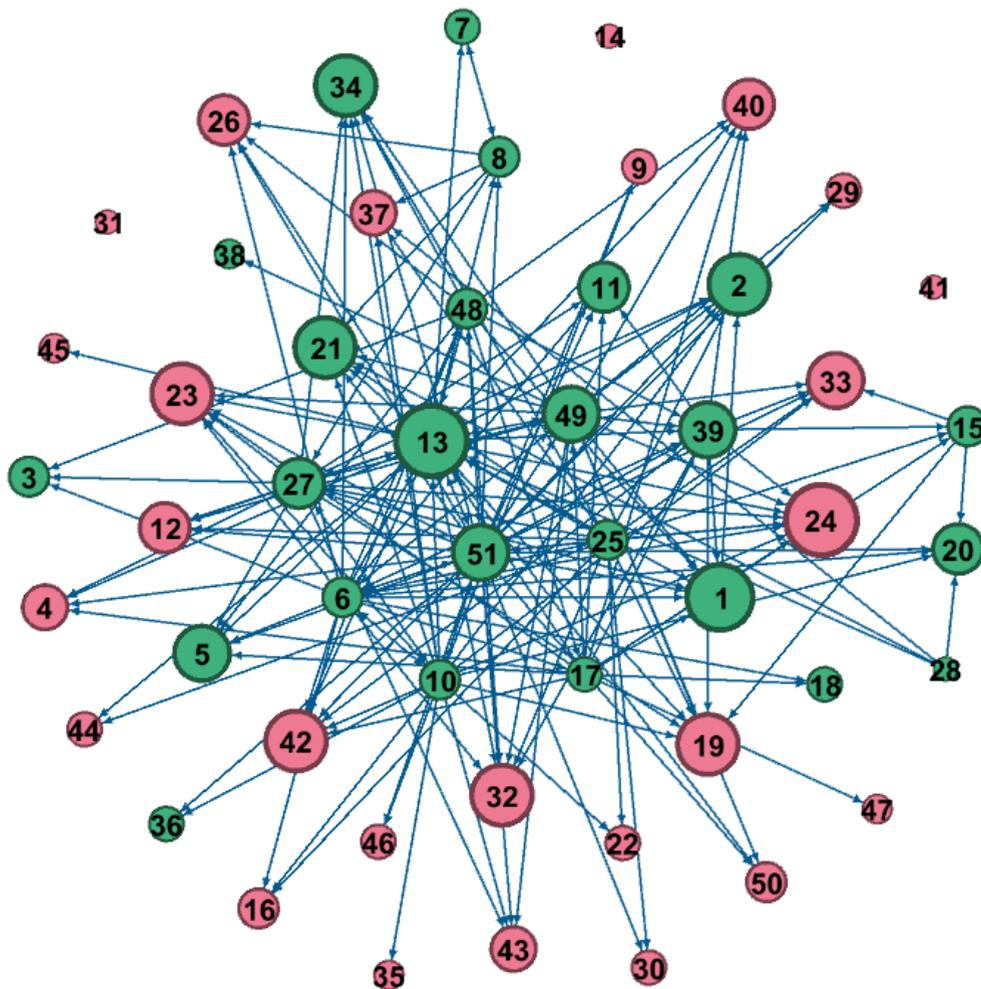
Figure 1. Referral network for referrals outbound, or referrals to each organization



Each respondent was also asked to indicate if they receive referrals *from* each of the organizations in the list. The map shown in Figure 2 reveals the network connections according to whether the organization receives referrals from each other organization. Edges

(lines) represent the perceived flow, inward, of clientele from each other organization. Nodes (circles) are sized by indegree, how often they are identified as being a source of referrals received by responding organizations. Green nodes represent organizations that responded to the survey, red are those that did not respond.

Figure 2. Referral network for referrals inbound, or referrals from each organization

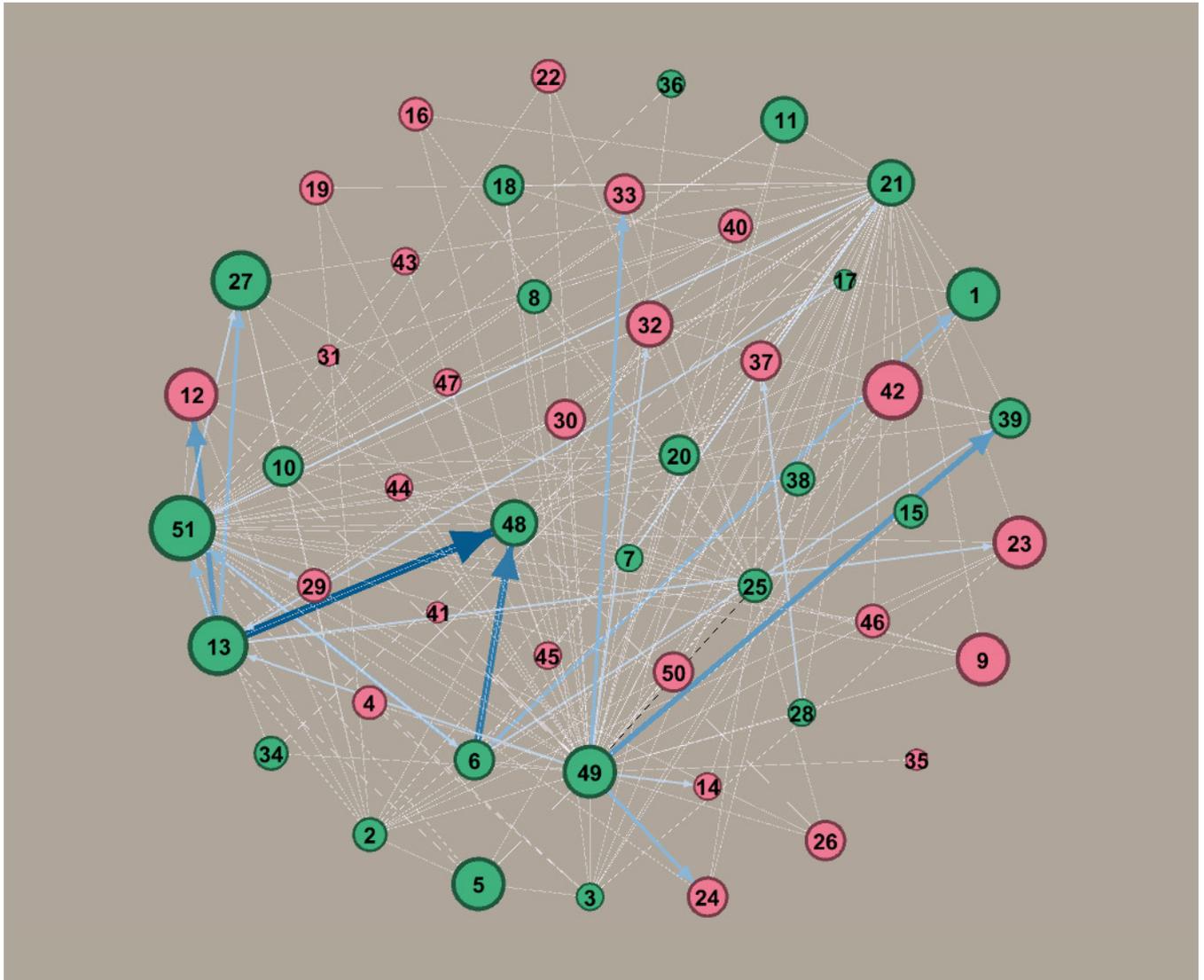


RESULTS: COLLABORATION NETWORK

For each organization, respondents indicated if they engaged in each of several types of collaboration. Specifically, whether they share funding, share staff, share space, share a Memorandum of Understanding (MOU), share a program, or share something else not listed. In the following collaboration map (Figure 3),

edges (lines) connect organizations who have at least one type of collaboration. The thicker and darker the lines get the more kinds of collaboration they share. Nodes are sized by indegree, the more times they are “hit” by respondents indicating that they share collaboration with them, the larger they are.

Figure 3: Collaboration map with all types of collaboration included



In order to examine this more closely, we regenerated this map broken down by type of collaboration. These are shown in the next 6 maps. Thicker, darker edges (lines) represent the number of different forms of collaboration occurring overall. In other words, edges are thicker the more types of collaboration occur.

Organizations that share funding but little else will be shown with a thin, light line that is only in the sharing funding map.

Figure 4: Organizations sharing funding

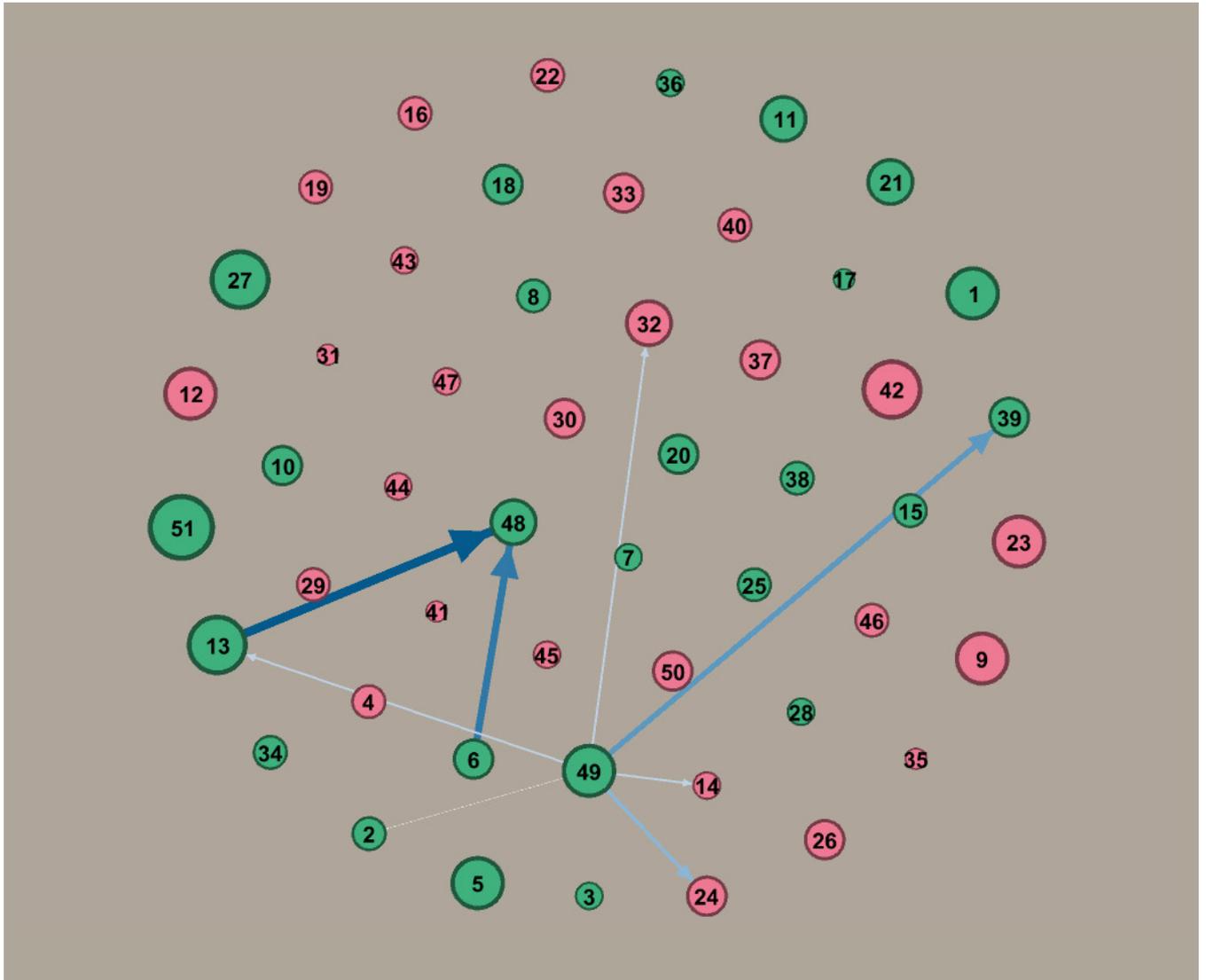


Figure 6: Organizations sharing space

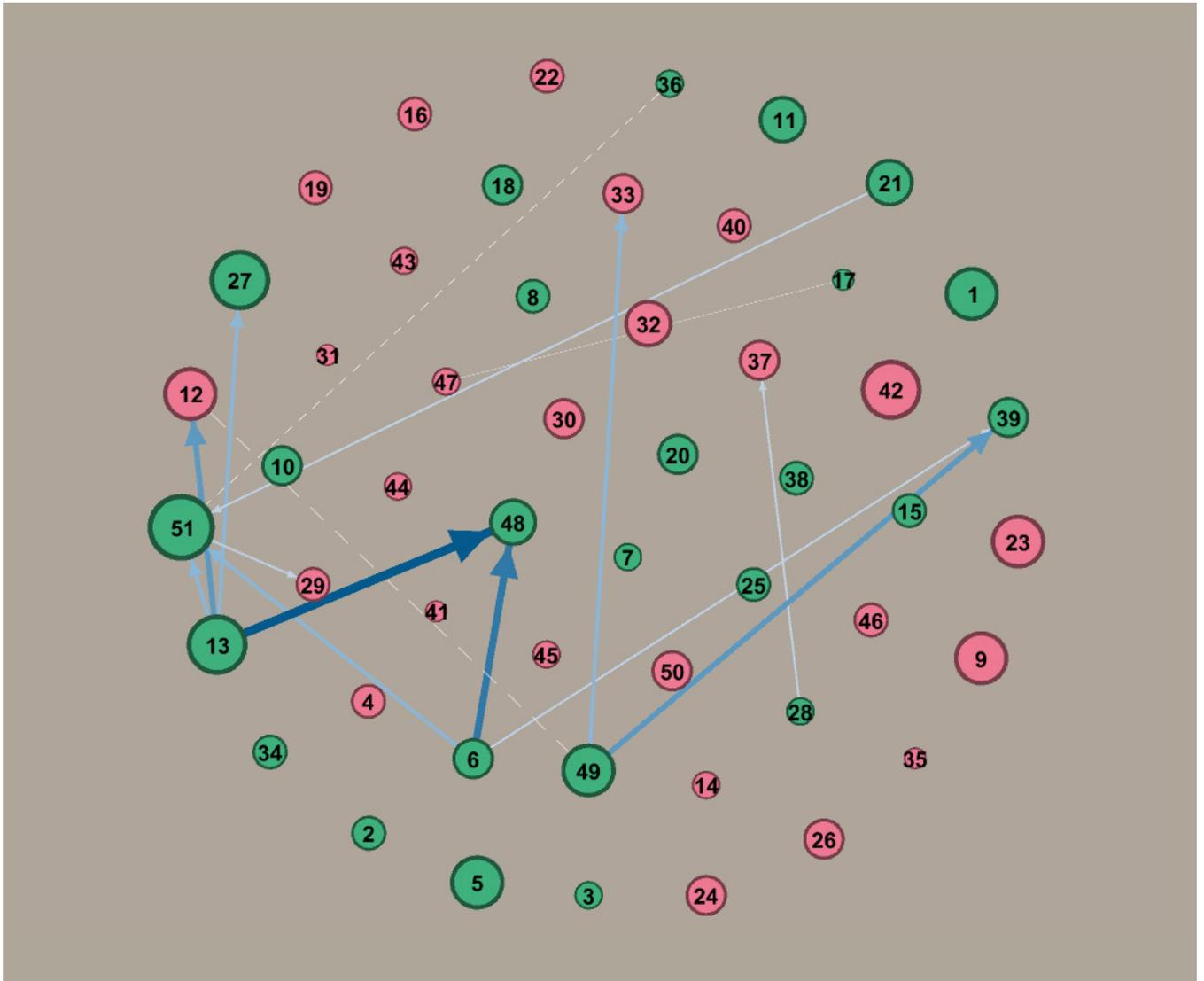


Figure 7: Organizations sharing MOU

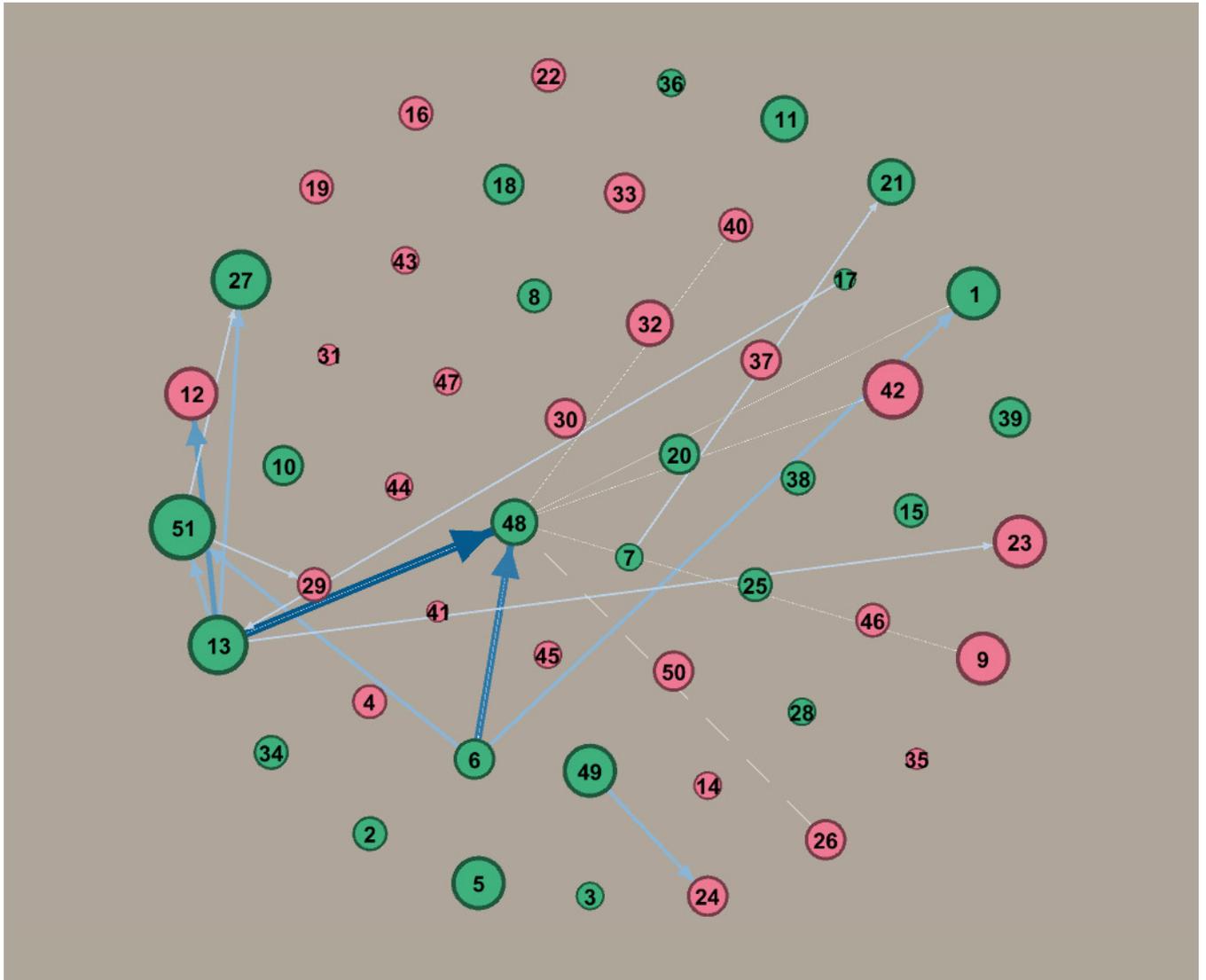


Figure 8: Organizations sharing a program

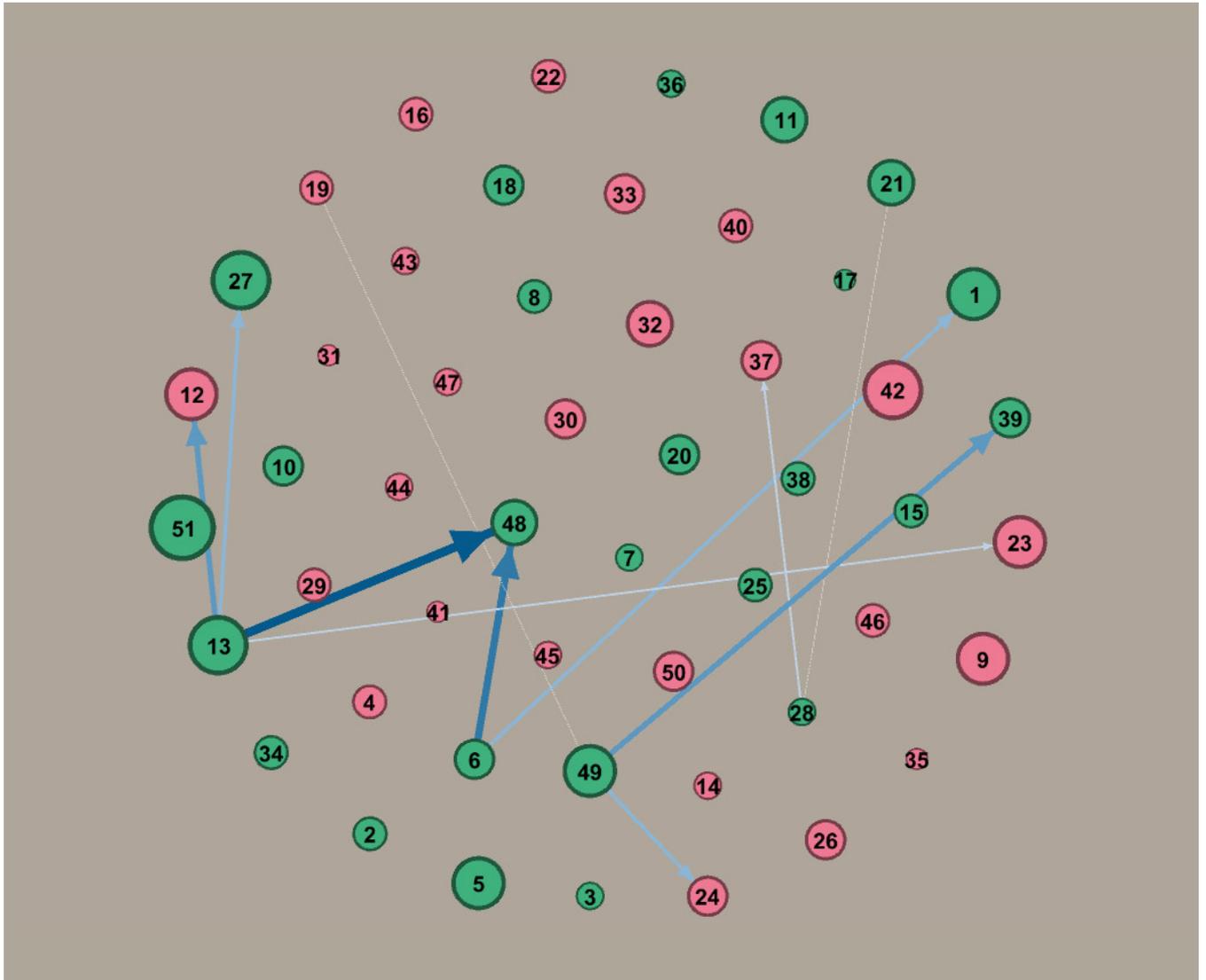
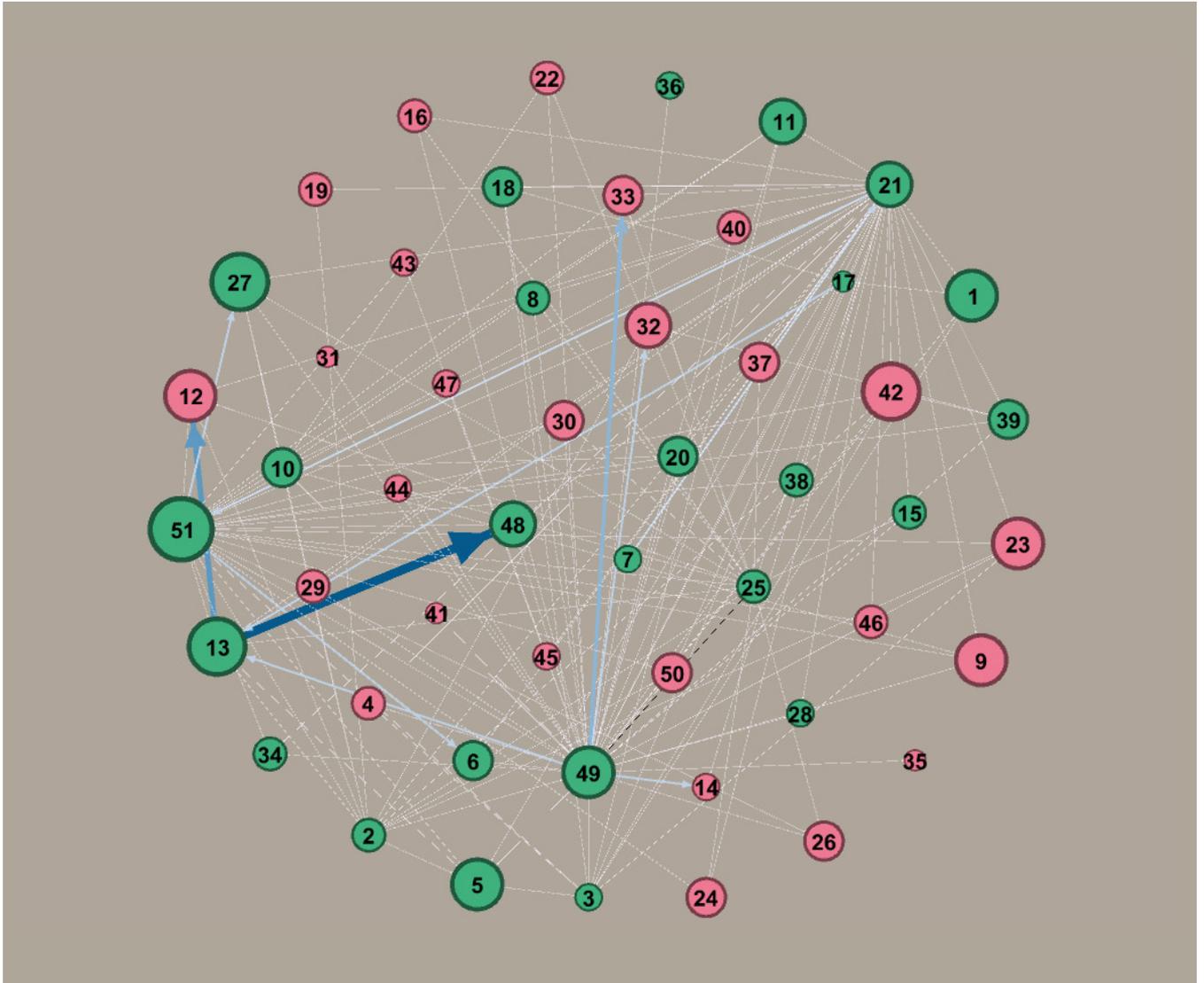


Figure 9: Organizations collaborating in a manner not listed (other collaboration)



There are several formal collaborations occurring already as well as a relatively large number of “other” collaborations. These may be less formal and are worth examining further.

RESULTS: OPEN-ENDED RESPONSES

Respondents were asked to comment on what they found to be the most effective approaches to supporting clientele with multiple, complex needs. There was a strong theme favouring Connections, with a variety of other responses. Comments provided are shared as follows:

Connections:	
Going to them, not having them come to us	Agencies coming into our organization to deliver programming onsite
One-stop-shop attempt for client job seekers and employers	Supportive relationships with other employment agencies
Collaboration with other agencies providing additional supports such as mental health and addictions	Third party agreements, Memoranda of Understandings with other agencies, referral, case conferences (with individual present), inter-agency referral form, Literacy and Basic Skills agency sharing space with Employment Services
Other:	
Quality instruction, efficient communication	Progressive job search and matching, communication
Mentorship	Respect, courteous, professional service to all customers, listening to needs
Relationships with employers	Responsiveness

Respondents were asked to comment on the main barriers to these approaches. These could be represented by the themes: Resources, Location / Transportation, Lack of Cooperation, Mental Health / Addictions.

Resources:
<ul style="list-style-type: none"> Funding, parameters, mandates, physical space, staffing, administrative staff at low pay as a disincentive.
Location / Transportation:
<ul style="list-style-type: none"> Securing rides for people to get to work. Distances between service providers, time change, child care, food security and housing.
Lack of Cooperation:
<ul style="list-style-type: none"> Agencies wanting to take the lead and not collaborate. Funders mandate that services cannot be duplicated. Not all services refer out. Lack of direct referral process through a warm hand off or written referral. Lack of willingness of other agencies to work collaboratively, biases against immigrant professionals.
Mental Health / Addictions
<ul style="list-style-type: none"> Sometimes individuals coping with these issues are under the influence and it is difficult to have meaningful conversations.

STAKEHOLDER FOCUS GROUP

Findings from this research were presented at a focus group of stakeholder organizations in the employment service and mental health fields on July 12, 2018. A list of those in attendance is shown in **Table 11**.

Table 11. Stakeholders in attendance at the July 12, 2018 focus group

Organization
Lakehead University
Thunder Bay Counselling Centre
Local Employment Planning Council
Literacy Northwest
Catholic Family Development Centre
Durham Workforce Authority
ONESTEP
Thunder Bay District Social Services Administration Board
YES Employment Services

Those in attendance provided input on the findings and were able to contextualize some of the results. For example, the relatively large number of “other” reasons for client referral, beyond the options given, was discussed. Options that respondents may have been considering include, literacy, entrepreneurship training, family adjustment to Thunder Bay, and particularly in relation to Thunder Bay District Social Services Administration Board, Ontario Works and financial matters.

Regarding the referral network and factors that may affect to which organizations respondents refer clients, one factor could be waitlists. In other words, organizations that are known to have long waitlists for service may not be offered as referral destinations

for clients, even if the service offered would actually be the most appropriate. The philosophy within the service system as represented by the stakeholders present is that there is “no wrong door.” Clients referred to a given organization would be referred to the next organization if the needed services were not available.

Regarding the less connected organizations in the network, it was noted that many of these operate on a for-profit model, which is a different mandate than the not-for-profit organizations that were better connected in the network.

Discussion followed on what next steps should be considered in order to further pursue the aim of greater service coordination in the employment and mental health service systems. In particular, the stakeholders present were most interested in a service hub model. This will be incorporated in the following section for next steps.

EVALUATION

Stakeholders at the July 12 Focus Group meeting were provided with an evaluation form by the Local Employment Planning Council. Anonymous responses were received from 7 individuals.

Table 12. Quantitative responses to stakeholder session evaluation form

Question	Not at all	Somewhat	Neutral	Moderately	Very
How informative was the presentation?	0	0	0	2	5
How clear was the speaker?	0	0	0	1	6
How valuable did you find the discussion?	0	0	0	1	6

In addition, respondents to the focus group evaluation were asked to comment on the following three open ended questions. Statements on the form are provided here as they appeared:

1. Are there any factors that need to be considered in further discussion and projects on service coordination that were not discussed or that you would like to expand upon?	Like the idea of a hub model and especially the [illegible] that organizations can participate by including a staff rep or services.
	Further expand upon the hub model discussion.
	Info sharing – hub model – benchmarks.
	Collection of data from other members (51 agencies) that have not responded to survey.
	Are we considering all the options – short term and long term?
	If not a hub, what are the other opportunities → joint service provision and broader invitations to collaborate.
2. Are you satisfied with the information provided today and the suggested recommendations? Please provide comments.	Information provided was quite in depth and the ability to use it could be something that would interest many of the agencies at the table.
	Very valuable information to take back to my organization and get more commitment to collaborate with organizations.
	Yes. There was a clear commitment demonstrated to share and move forward with action.
	Great Start! Excellent report! The information does not need to sit in a drawer, emphasis is on moving towards collaboration.
	Would like a copy of the presentation.
	Very satisfied.
3. Do you have any additional thoughts on the current state of the service network in Thunder Bay that were not discussed today?	It would seem that there is a good level of collaboration occurring with service providers. This could be built upon to have a greater impact.
	Very strong but could be more diverse and stronger.
	More consultation with other agencies that can be part of the hub.
	Recognizing the challenges in participation rates, it would be good to have information from others. One-on-one interviews may also help to provide better details and data, including from those who participated.
	We are extremely fortunate to have a resource like Lakehead University and a valuable asset in Dr. Stroink.

DISCUSSION

The results obtained through this project reveal that there are many organizations involved in employment service across the District (51 listed in scoping review). These organizations offer a range of services for a variety of client groups and include both for-profit and not for-profit models. There is a widespread preference for greater collaboration across the service system, with respondents only seemingly reluctant to collaborate further with some of the for-profit entities. The stakeholders in the focus group (all representing publically funded or not for-profit organizations) explained that the for-profit organizations are driven by fundamentally different goals and seek interaction with

the not for-profit organizations only when required.

The most referrals both inbound and outbound are made by Thunder Bay District Social Services Administration Board. Most of the organizations that make high numbers of outbound referrals also receive a high number of inbound referrals. Exceptions to this are, Thunder Bay Community Economic Development Corporation, MTW Employment Services, and the Thunder Bay Counselling Centre, who make among the highest numbers of outbound referrals, but are not among those receiving a high number of referrals. A comparison of the network maps of referrals to



and from reveal that respondents are reporting a more densely connected network of referrals going outbound than what they perceive in terms of where their clients are actually originating. This suggests that there are clients who are not navigating the pathways in the referral network space as intended. Further analysis will be needed to determine where these connections are not being manifested.

The collaboration network maps reveal that there are 4 particularly strong collaborative connections, involving multiple forms of connection among organizations, and another 6-8 that are moderately strong. Thunder Bay District Social Services Administration Board and Thunder Bay Counselling collaborate in all forms listed. Catholic Family Development Centre and Thunder Bay Counselling also collaborate in many ways. Shelter House Thunder Bay and Thunder Bay Indigenous Friendship Centre share several forms of collaboration, as do Thunder Bay District Social Services Administration Board and Confederation College's Literacy and Basic Skills program. Interestingly, the collaboration network is much more dense in the area of "other" collaborations than in the formal options provided. In the Stakeholder Focus Group, it was suggested that these may be less formal connections and could include case conferencing and participation together in other initiatives. The networks as visualized in the current study can serve as a baseline against which the outcomes of further service coordination activities can be compared.

The open-ended questions further highlighted respondents' perspective that further collaboration and connection among organizations would help them provide better, more holistic, and integrated supports for the clientele. Challenges to this aim include issues of transportation, resources, and the interpersonal and leadership challenges that can make collaboration difficult.

LIMITATIONS

It was unfortunate that only 50% of scoped organizations responded to the survey. The remaining organizations may have offered further information that would have provided a more complete picture of the referral and collaboration networks in the service system. With an increase in respondents and

more time, additional analyses could be done on the mapping and network statistics.

FUTURE DIRECTIONS

At the Stakeholder Focus Group, two project ideas emerged from discussion:

1. Service Hub Feasibility

The service coordination model that has been considered for several years in Thunder Bay District is the service hub model. In a service hub, related organizations share a common space that can be a "one-stop" centre for clientele requiring services from multiple organizations, such as employment, mental health, addiction, housing, literacy, cultural supports, etc. In this proposed project there would be 3 phases as follows:

- (1) Literature review on service hub models and best practices, building upon the current literature review.
- (2) Interviews with service providers including those identified in the 2017-18 project to:
 - a) Assess interest in and commitment to a potential hub model from various levels of the organization.
 - b) Gather perspectives on the vision, values, and goals that such a service hub would possess.
 - c) Gather information on potential opportunities and barriers.
- (3) Gather information on potential facilities available and funding opportunities.

2. Innovation

Ultimately, the goal of service coordination is to enhance outcomes for clients, including employment and well-being. However, little is currently known about the experience of clients who have multiple barriers as they navigate the current service system. In this proposed project, 10-20 clients from across several employment service organizations who are considered to be among the most complex to support, with concurrent needs for services from mental health, addictions, housing, literacy, and/or other organizations, will be tracked as they navigate the service system.

Case files from each organization would need to be accessed to determine when referrals were made and if/when the client connected with the referred service. The navigation of the individual through the service system can be mapped in a network analysis. Furthermore, these individuals will be interviewed at least once to gather their perspectives on the current state of the service system and their experiences with navigating the referral network. They will also be asked to provide their thoughts on what they would like to see in a service hub model, how such a service hub could be of benefit to other individuals with similar needs, and what some of the considerations should be in developing such a service hub. If a service hub were developed, a similar project could be again undertaken and the client experiences both before and after the implementation of the service hub could be compared.

ADDITIONAL POTENTIAL PROJECTS

One additional project for consideration would be to examine the training needs among employment service workers who find themselves engaging in mental health screening and low-level intervention. A partnership with members of the Faculty of Health and Behavioural Sciences at Lakehead University could be explored to develop a credentialized training program that meets these needs.

In addition, further analysis of the data and maps from this project could be conducted for additional information. For example, the degree of network connectedness experienced by organizations providing different types of supports (e.g., those providing mostly employment compared to those providing more mental health services) could be compared. The relationships between variables such as the reported percentage of clients with mental health needs, and participation in referral and collaboration networks, could also be analyzed further. This work would require more time than was available for the current project, and would be best done with more of the 51 organizations in the scoping review.

DELIVERABLES AND SUMMARY

The purpose of this project was to approach the goal of providing more holistic and coordinated employment

and related mental health services to clientele with complex co-occurring needs by (1) conducting a review of the literature on service coordination (particularly the Situation Table approach), (2) conducting a scoping review of employment service organizations, and (3) examining the services and networks of referral and collaboration that exist within the employment and mental health service systems. Findings provide insight into the current state of service delivery and collaboration in the network and, with feedback from the stakeholder focus group, reveals that there are several well-connected organizations and a strong network of less formal collaborations and referral occurring. Findings also reveal an appetite for further collaboration and ideas for best practices in collaboration.

Deliverables from this project are:

- Literature review for service collaboration and the Situation Table approach as a model for enhanced service coordination in acute care and complex situations.
- Document of links and resources relating to service coordination (Appendix 1).
- Scoping review of 51 employment service and mental health organizations in the jurisdiction of the Thunder Bay Local Employment Planning Council (Appendix 2).
- Information on the types of services offered, client needs, and best practices gathered from 25 responding organizations.
- Maps of the service system referral network.
- Maps of the service system collaboration network.
- Notes and themes gathered from two Stakeholder Focus Group sessions, November 6, 2017 and July 12, 2018. Discussion and connections enhanced during these sessions.
- Evaluation of the July 12, 2018 focus group session.
- Enhanced knowledge of the current state of the employment and mental health service system, current connections and opportunities for increased collaboration.
- A baseline image of the current state of the referral and collaboration networks in the sector, against which the outcomes of future initiatives can be compared.
- Several ideas for future projects to continue to advance service coordination.

APPENDIX



APPENDIX #1: SERVICE COORDINATION AND SITUATION TABLE RESOURCES

This appendix contains tables and links to resources regarding service coordination, collaboration, and the Situation Table model.

Table A.1. Pros and cons and definitions of different types of service coordination

Type of Service Coordination	Seen in	Definition	Pros and cons
Case Management	Best Practices Brief, 1999 (a); Bunger, 2010 (b)	(a) Actions taken by a service agency to assist an individual or family requiring multiple services through the service delivery process (i.e., system navigation). (b) Introducing a client to required services and helping them navigate from one service to another.	Pros: Helps those who may otherwise be unable to navigate the system. Cons: Does not allow for collaboration with complex cases or following individual through entire process.
Wrap Around	Bunger, 2010	Multiple service agencies and providers may overlap their services to some degree for ease of service delivery access.	Pros: Faster access to services for individuals at acute risk (prior to risk occurring); easier access/connection to services. Cons: Not combined to the same extent as integrated services; does not follow individual through process; no communication between agency workers.
Collaboration	Swanson et al., 2014	Tables meet on a consistent basis with representatives who have decision making power on behalf of their home agencies to meet the needs of a specific population. Composed of high level managers from multiple health and social services, engaging in divergent problem solving with clients who have consistent difficulties having their needs met.	Pros: More formal process than case management. Cons: Not integrated, service agencies still use separate personnel, locations, records, and do not have ongoing communication with each other.
Integration	Bunger 2010; Brown & Newberry, 2015; Richardson & Patana, 2012	Broad term referring to any method through which treatment interventions for those with co-occurring mental disorders are combined (i.e., provided simultaneously) in a primary treatment relationship or service setting.	Pros: Cost-effective (accessing services in one place, reducing duplication); accessibility of multiple services and faster service delivery (helps stop acute risk before elevated); greater information sharing among services (other providers advocating for service users), awareness of the activities of other providers. Cons: more persons with complex needs will interact with system leading to (apparent) reduced effectiveness; difficulty in procuring long-term funding beyond pilot phase; differences between provider's culture, training, or attitudes; data sharing problems due to legislation.



Service resolution	Brown & Newberry, 2015	Service resolution models are typically composed of high level managers who represent a variety of health and service agencies (i.e., social service, mental health, addictions, justice, child and family services, employment, etc.), who engage in divergent, collaborative problem solving to address the complex needs of clients.	<p>Pros: Table participants have decision-making power and are accountable for their role in planning; it creates wraparound case plans over a period of time which are more comprehensive.</p> <p>Cons: Can be limited by systemic barriers (i.e., policy, mandate, etc.); not typically composed of frontline workers so may be removed from frontline realities; individual plans may not be adhered to even if guided.</p>
Hub/Connectivity Tables	Brown & Newberry, 2015; Nilson, 2016, p. 10	<p>Collaborative effort among human service representatives from multiple sectors who identify client risk factors (those who are about to encounter imminent harm) and work with/plan/ implement interventions to mitigate these acutely-elevated risks.</p> <p>Of the same vein as service resolution, but includes frontline workers who present situations to the table and engage clients who want to use the services.</p> <p>Established approach to addressing the complex needs of clients when support and care alone are not effective and cross-organizational collaboration is necessary. This approach relies on the relationships and partnerships among organizations that are created, nurtured, and maintained.</p>	<p>Pros: Same as Service Resolution; frequent ongoing meetings (weekly); concentration on long term strategy and planning; composed of frontline practitioners; well-connected and dedicated team to meeting the needs of the client</p> <p>Cons: Challenges in accessing/measuring risk, challenges in measuring successful collaboration, challenges in accessing outcomes, little direction across province so individuals attempting to make initiative successful with few guides/funds, data sharing, policy regulations; number of frontline workers varies</p>
Situation Table	Brown & Newberry, 2015, p. 23	Situation tables are typically made up of frontline workers who introduce situations and work directly with clients; work together to create connections that mitigate elevated risk (e.g., wraparound care plan for longer period of time).	<p>Pros: Composed primarily of frontline workers; same pros as Service Resolution and Hub/Connectivity Table.</p> <p>Cons: Same as Hub/Connectivity Tables except for frontline workers.</p>

Table A.2. Suggestions for key ingredients to a service hub and/or situation table

Ingredient	Discussion
The Right People	<ul style="list-style-type: none"> ▶ You need the right person to run the Hub, one that motivates others to collaborate and support families. You also need the right people at the table who are interested in changing the way business is done—it’s not about money and programs. It’s about making better use, and providing earlier access, to the services we already have. ▶ You need the right people who will leave their egos at the door and look at the big picture. ▶ It is important to send the right person to the Hub—someone who is available to consistently attend Hub, someone who is a good collaborator and problem-solver.
Confidentiality and Trust	<ul style="list-style-type: none"> ▶ Confidentiality is pivotal—it helps establish and maintain trust and allows for care to occur. ▶ Have to be sensitive and respectful. Similarly, Hub discussants themselves need to be detached from the community in a way that they can maintain confidentiality and help in a non-biased way.
Team Relationship	<ul style="list-style-type: none"> ▶ Need a lot of team building and camaraderie around the table in order to build the synergy needed for an effective Hub table.
Proper Logistics	<ul style="list-style-type: none"> ▶ Need a quiet, uninterrupted place to meet. ▶ Hub meetings must start on time and be consistent. ▶ Table needs to give a directive to each department requiring their attendance at all Hub meetings and for all employees to know how the Hub works. ▶ Need a proper database that gathers information for research and to help with planning interventions.
Training	<ul style="list-style-type: none"> ▶ Training for both new and experienced Hub representatives is important. ▶ Managers and others in the agency need training to know what the Hub is so that they can support it.
Leadership and Community Support	<ul style="list-style-type: none"> ▶ Need to have community buy-in from all the service agencies. ▶ Needs a continuing champion to support the initiative and solicit buy-in from leaders and agencies. ▶ The Hub model needs to be carefully pitched to the leadership with multiple partners involved in the messaging. There also needs to be credibility in the presenter. ▶ Agencies need to be committed to the process in order to tear down the silos and share information. ▶ It is important to have full community support and partner involvement. ▶ It is important to go out and seek partners—both talkers and doers—who can champion the Hub and get things going.
Vision	<ul style="list-style-type: none"> ▶ Need a vision with the Hub and where you want to go with the model.

Note. Retrieved and revised from “Collaborative risk-driven intervention: A study of Samson Cree Nation’s application of the hub model,” by C. Nilson, delivered to *Public Safety Canada* (p. 18), 2015, ON: Research Division.

Table A.3. Stage and components of collaborative hub interventions

Stage	Components
Intervention Planning	<ul style="list-style-type: none"> • Assemble the team • Share information • Determine the approach • Prepare for intervention • Choose time/location
Intervention Execution	<ul style="list-style-type: none"> • Collaboration • Communicate with the client • Identify concerns • Offer services and supports • Safety planning and motivational interviewing • End the intervention
Intervention Assessment	<ul style="list-style-type: none"> • Post-intervention consultation • Verify connection/engagement • Report back to hub

Note. Retrieved from “Common practices in collaborative risk-driven intervention: Preliminary findings from a forthcoming report on filter four activities of the hub model,” by C. Nilson, delivered to the *Centre for Forensic Behavioural Science and Justice Studies*, 2014, Saskatoon, SK: University of Saskatchewan.

Table A4. Online resources

Resource	URL
Laurier University Centre for Public Safety and Well-Being: Learning Package on Situation Tables	https://www.wlu.ca/academics/faculties/faculty-of-human-and-social-sciences/centre-for-public-safety-and-well-being/situation-table.html
Information and Privacy Commissioner of Ontario: Privacy issues in Situation Tables	https://www.ipc.on.ca/privacy/protecting-personal-information/situation-tables/
Ontario Ministry of Community Safety & Correctional Services (2016, September 27). Guidance on information sharing in multi-sectoral risk intervention models.	http://www.mcscs.jus.gov.on.ca/english/Policing/SDGuidanceInformationSharingMultisectoralRiskInterventionModels.html
Russell, C. and Taylor, N. E. (2014). New directions in community safety: Consolidating lessons learned about risk and collaboration (p. 12-15). Prince Albert, SK: Ontario Working Group on Collaborative, Risk-Driven Community Safety and Ontario Association of Chiefs of Police.	http://www.oacp.on.ca/Userfiles/StandingCommittees/CommunityPolicing/ResourceDocs/OWG%20New%20Directions%20in%20Community%20Safety.pdf

APPENDIX #2: SCOPING REVIEW

This appendix contains the findings of the Scoping Review of employment service organizations.

Name	Address/Phone/Email	Mission Statement
A		
Alpha Court Community Mental Health and Addiction Services	221 Wilson St Thunder Bay, ON P7B 1M7 Phone: (807) 683-8200 Fax: (807) 683-8225 Email: info@alphacourt.ca www.alphacourt.ca/en	To provide individualized, recovery-oriented support and housing for people who experience mental health or addiction challenges in Thunder Bay. “Helping People Live Beyond Mental Illness and Addiction”
Anishinabek Employment and Training Services	277 Park Avenue, Thunder Bay, ON P7B 1C4 Phone: (807) 346-0307 Fax: (807) 346-0310 Email: aets@aets.org www.aets.org/	To empower the Anishinabek through holistic programming, cultural sharing and skills training to employment Providing unique solutions to support Anishinabek to overcome barriers that are customized to individuals in their search for meaningful employment. Promoting Anishinabek values and traditions through the development of partnerships, harnessing, creating and leveraging employment opportunities.
Avenue II	122 South Cumberland St. Thunder Bay, ON P7B 2V3 Phone: (807) 345-9933 Fax: (807) 343-6090 Email: avenueii@tbaytel.net www.avenueii.com	“Total inclusion through people”: that members of all groups, whether these are ethnic, gender, regional, religious, aboriginal or disabled, have a positive contribution to make towards the advancement of Canadian society. No person should be excluded from participation in any activity regardless of ability.
C		
Catholic Family Development Centre	380 Dufferin St. Thunder Bay, Ontario P7B 1N6 Phone: (807) 345-7323 Fax: (807) 345-5141 Email: cfdc@catholicfamilycentre.ca catholicfamilycentre.ca/site/	Healthy individuals, Healthy families, Healthy community Dedicated to strengthening, supporting, and empowering families and individuals in all their diversity.

Target	Municipality	Funding
<p>A variety of case management, addictions, mental health, and housing supports including:</p> <p>Supportive Housing</p> <p>Subsidized housing and case management services for people with problematic substance use and/or mental illness who are or are at risk of being homeless.</p> <p>Rapid Response Outreach Services</p> <p>For individuals being discharged from the criminal justice system or those referred from the Mental Health Assessment Team at TBRHSC.</p> <p>Also: Dual Diagnosis Program, Youth In Transition, Ooshke Bemahdesewin, Community Mental Health.</p>	Thunder Bay	<p>Ontario Ministry of Health and Long-Term Care</p> <p>Northwest Local Health Integration Network</p>
<p>Client-based and project-based programs and services for development of a skilled Aboriginal workforce.</p> <p>Client-based includes: Financial assistance to overcome barriers when preparing or looking for work (ie.childcare, living away, disability, travel); Contribution for special programming for disabled persons up to \$10,000; Employment startup funding for clothing, haircuts, special equipment,... up to \$250; mobility assistance; self-employment coaching, tech advice;</p> <p>Project-based includes:</p> <p>a) coordinating programs and services in First Nations communities</p> <p>b) Job development intervention that provides training and work experience for three to six participants in employment sectors where there is a current or expected demand</p> <p>c) Job creation partnerships for unemployed workers to maintain and develop their skills in order to re-enter the labour market; provides participants with a combination of classroom and on-the-job employment training</p>	<p>Services nine First Nations communities – 7 of the 17 in the Thunder Bay District.</p> <p>Animbiigoo Zaagi'igan Anishinaabek First Nation (Lake Nipigon)</p> <p>Biinjitiwabik Zaaging Anishnabek First Nation (Rocky Bay)</p> <p>Bingwi Neyaashi Anishinaabek First Nation (Sand Point)</p> <p>Kiashke Zaaging Anishinaabek First Nation (Gull Bay)</p> <p>Pays Plat First Nation</p> <p>Pic Moberg First Nation</p> <p>Red Rock First Nation</p>	<p>Human Resources Development Canada (Employment and Social Development Canada)</p>
<p>Offers one-on-one employment supports to individuals with intellectual disabilities.</p> <p>Supports individuals with a developmental disability to live in a home of their choice (independent living), to acquire work (employment services), and to participate in recreational and leisure activities in their communities (community supports).</p>	Thunder Bay	<p>Ontario Ministry of Community and Social Services.</p> <p>Fundraising.</p> <p>Can purchase their services (fees) but this is rare.</p>
<p>Counselling and support groups for issues including stress, trauma, separation/divorce, anxiety, abuse/violence, parent/teen conflict, career changes, marital problems, workplace or social problems, healthy relationships.</p> <p>Employee Assistance Programs (EAP)</p> <p>To help maintain personal wellness and satisfactory work performance.</p> <p>Counselling for stress management, job stress or conflicts, family problems, emotional difficulties.</p>	Thunder Bay	<p>Not-for-profit organization</p> <p>United Way</p> <p>Donations</p> <p>(more info needed)</p>

Name	Address/Phone/Email	Mission Statement
Canadian Hearing Society (CHS) – Thunder Bay	717B Hewitson St Thunder Bay, ON P7B 6B5 Phone: 1-866-518-0000 Ext 4257 www.chs.ca	
CMHA Thunder Bay - Canadian Mental Health Association New Foundations Program	200 Van Norman St. Thunder Bay, ON P7A 4B8 Phone: (807) 345-5564 thunderbay.cmha.ca/programs-services/new-foundations/	We are committed to supporting individual recovery and promoting mental wellness within families and communities. Staff-assisted, self-directed, goal-oriented recovery
CEDC – Thunder Bay Community Economic Development Corporation	500 Donald St. E P.O. Box 800 Thunder Bay, ON P7C 5K4 Phone: (807) 625-2230 www.thunderbay.ca/CEDC.htm	Project based; Business led; Partner driven; Community supported.
Centre de formation pour adultes de Greenstone (Francophone Literacy and Basic Skills)	401C Main St Geraldton, ON P0T 1M0 Phone: (807) 854-0398 Email: cfag@bellnet.ca www.cfag.ca	To promote the development of skills for integration into the job market or registration in further training courses, and for personal development.
Centre de Formation Manitowadge Learning Centre	Hallmark Square 3 Huron Walk Square, Unit 11 Manitowadge, ON P0T 2C0 Mailing Address: Box 462 Manitowadge, ON P0T 2C0 Phone: (807) 826-4362 Email: manitouwadglearningcentre@gmail.com	Literacy and Basic Skills (LBS)

Target	Municipality	Funding
<p>Northern Literacy and Lifeskills Program provides literacy classes in American Sign Language (ASL) promoting language and skills development; independence in personal and social aspects of daily living; improvement in pre-employment and employment related literacy skills; and prepare for other education and training.</p> <p>Employment aspect of program focuses on the literacy related to learner's specific employment goals including resume writing, interviews, communication and language of the work environment.</p>	Thunder Bay	<p>Employment Ontario program partly funded by the Government of Canada and the Government of Ontario through the Canada-Ontario Job Fund Agreement</p> <p>CMH funding: Provincial - Ministry of Health and Long Term Care (MOHLTC); North West Local Health Integration Network (NWLHIN); Ministry of Community and Social Services; Ministry of Advanced Education and Skills Development; United Way</p>
<p>The New Foundations program is one of many service programs delivered to the community through Canadian Mental Health Association.</p> <p>New Foundations is a structured day program that offers a range of supports in employment, education, social rehabilitation, housing, advocacy and brief case management for people with mental health issues, in order for them to achieve recovery in every aspect of their living. New Foundations reflects a community where people are empowered to achieve healthy and meaningful lives.</p> <p>New Foundations follows a psycho social rehabilitation model based on living, learning, working, and social components, and our transitional employment placements follow this model of recovery. Paid employment placements are offered in collaboration with the business community, and are designed to be the first step back to independent employment for individuals actively participating in the program. We focus on meeting individual needs, to enable the participant to live to their fullest potential, in preparing for, obtaining, and maintaining employment. The Transitional Employment program offers life skills, pre- employment, and work readiness group training sessions throughout the year where participants learn skills at their own pace, and gain confidence and self- worth. Staff support is provided throughout the training program and placement.</p>	City of Thunder Bay	Through CMHA Ministry of Health- LHINs (Local Health Integration Network)
<ol style="list-style-type: none"> 1. Provides assistance to businesses proposing projects that contribute to economic development in Thunder Bay and district. Responsibilities include business development, business retention and expansion, and entrepreneurial support. 2. Houses the Thunder Bay and District Entrepreneur Centre which provides free, confidential business counselling services, workshops and seminars to new and existing small businesses. 	Thunder Bay and District	City of Thunder Bay (mainly)
<p>Ontario residents 19 years and older, with reading, writing and math skills below Grade 12 of the Ontario Curriculum</p> <p>Offers literacy, numeracy and essential skills services that help learners transition to their goals of employment, apprenticeship, secondary-school credit, post-secondary education or independence.</p>	Greenstone (Geraldton, Longlac)	Provincial - Ministry of Advanced Education and Skills Development
<p>Ontario residents 19 years and older, with reading, writing and math skills below Grade 12 of the Ontario Curriculum</p> <p>Provides literacy and basic skills training, including numeracy, digital, communication and interpersonal skills.</p> <p>Helps learners prepare for employment, apprenticeship, secondary-school credit, post-secondary education and greater independence.</p>	Manitouwadge	Provincial - Ministry of Advanced Education and Skills Development; Employment Ontario

Name	Address/Phone/Email	Mission Statement
Chamber of Commerce - Thunder Bay	200 Syndicate Ave. South - Suite 102 Thunder Bay, ON P7E 1C9 Phone: (807) 624-2626 Fax: (807) 622-7752 Email: chamber@tbchamber.ca tbchamber.ca/	Advocacy - Engagement - Empowerment
Community Living Thunder Bay	1501 Dease St. Thunder Bay, ON P7C 5H3 Phone: (807) 345-2551 (Press 3) Fax: (807) 622-8528 www.cltb.ca	<ol style="list-style-type: none"> 1. Advocating for the rights and quality life of persons with intellectual disabilities for a meaningful life. 2. Educating and supporting the community to share the Vision of CLTB so that persons with an intellectual disability are respected and valued. 3. Providing services and support to persons with an intellectual disability, and to their families, so that persons with an intellectual disability have the opportunity to participate effectively in all elements of living in the community. 4. Being accountable to persons with an intellectual disability, their families, the membership of the CLTB, and the broader community for advocating, educating, and provision of services and support.
Confederation College - Literacy and Basic Skills (LBS)/Academic Upgrading (AU)	Thunder Bay Campus Shuniah Building, Confederation College 1450 Nakina Drive, Thunder Bay, Ontario, Canada P7C 4W1 Mailing Address: c/o Academic Upgrading PO Box 398 Thunder Bay, ON P7C 4W1 Phone: (807) 473-3774 Email: Carol.Cline@confederationc.on.ca www.confederationcollege.ca/program/academic-career-entrance-ace Greenstone Campus 500 Second St. W, Box 368 Geraldton, Ontario P0T 1M0	
D		
Dilico Anishinabek Family Care	Main Office: 200 Anemki Place Fort William First Nation, ON P7J 1L6 Phone: (807) 623-8511 Fax: (807) 626-7999 Email: communications@dilico.com www.dilico.com/	Dilico promotes healing and the well-being of the Anishinabek people using an integrated holistic approach in a way that honours values, culture, and traditions.

Target	Municipality	Funding
Small business resources for members including video tutorials, e-learning courses, and online resource library. Distributes Ontario Chamber of Commerce Mental Health Toolkit.	City of Thunder Bay	Member fees
<ol style="list-style-type: none"> 1. Employment and community support team meets with specific users (i.e., those with a developmental disability), listens to their career goals, and assists in all aspects of securing and continuing employment in the community. Staff act as agents to identify work experience opportunities as well as paid employment. Staff develop and maintain ongoing contact with and support for both individuals and employers. 2. Summer Employment Experience (SEE) to assist students (16-29) who have disabilities find and maintain summer employment; provides job readiness training and orientation training. Students are placed with job coaches who provide on-the-job training and support for the employee and employer. 	Thunder Bay District	Ministry of Community and Social Services
<p>Ontario residents 19 years and older, with reading, writing and math skills below Grade 12 of the Ontario Curriculum.</p> <p>Provides literacy and basic skills training, including numeracy, digital, communication and interpersonal skills.</p> <p>Helps learners prepare for employment, apprenticeship, secondary-school credit, post-secondary education and greater independence.</p>	Thunder Bay, Greenstone	Provincial - Ministry of Advanced Education and Skills Development -- Employment Ontario
Programs and services that promote health and wellness of Anishinabek children and families in a culturally safe manner, including: Community Health, Mental Health and Addictions, and Child Welfare.	Aboriginal and First Nations residents within the District of Thunder Bay (Dilico services also extend into the District of Algoma)	Government of Ontario Government of Canada

Name	Address/Phone/Email	Mission Statement
(The) District of Thunder Bay Social Services Administration Board	231 May St. South Thunder Bay, ON P7E 1B5 Phone: (807) 766-2111 Fax: (807) 345-7921 Email: contact-us@tdssab.ca www.tbdssab.ca/	Delivering provincially mandated services on behalf of the citizens of the District of Thunder Bay in an equitable and cost-effective manner.

F		
Frontier College	895 Tungsten St., Suite 1 Thunder Bay, ON P7B 6H2 Phone: (807) 285-3343 (844) 285-3343 Email: thunderbay@frontiercollege.ca . www.frontiercollege.ca/Programs/By-Location/Ontario/Thunder-Bay	To be a leading and results-driven literacy service partner.

Target	Municipality	Funding
<p>Service System Manager of Child Care and Early Years</p> <p>Service System Manager of Social and Affordable Housing</p> <p>Delivery Agent for Ontario Works Social Assistance financial and employment benefits.</p> <p>Ontario Works provides financial assistance (basic needs, health benefits and employment assistance aimed at helping social assistance recipients improve their employability skills and enhance their life skills.</p>	<p>The District of Thunder Bay Social Services Administration Board (TBDSSAB)</p> <p>231 May St. South Thunder Bay, ON P7E 1B5</p> <p>Phone: (807) 766-2111 • 1-877-281-2958 Fax: (807) 345-7921</p> <p>TBDSSAB 4778 Highway 11/17 Oliver /Paipoonge, ON</p> <p>Phone: 807-577-4989</p> <p>TBDSSAB 423 Main St. – Unit 2 Geraldton, ON P0T 1M0</p> <p>Phone: (807) 854-2511 • 1-888-660-8822</p> <p>TBDSSAB 36 First St. Unit B, Nipigon ON P0T 2J0</p> <p>Phone: (807) 887-0297</p> <p>TBDSSAB 204 Alberta St. RM #137 Schreiber ON P0T 2S0</p> <p>Phone: (807) 824-1369 • 1-888-393-8953</p> <p>TBDSSAB 52 Peninsula Rd. - Ste 110 BOX 1229 Marathon ON P0T 2E0</p> <p>Phone: (807) 229-2157 • 1-888-660-8851</p> <p>TBDSSAB 1 Clinic Road Manitouwadge ON P0T 2C0</p> <p>Phone: (807) 826-4809 • 1-866-736-0857</p> <p>TBDSSAB 205 Hamel Ave Longlac, ON P0T2A0</p> <p>Phone: (807) 876-2533 • 1-888-660-8848</p>	<p>Government of Ontario</p> <p>Government of Canada</p> <p>Municipal partners</p> <p>Rent and other revenues</p>
<p>Long-term or short-term ad hoc, contract-based workshops and services in accordance to community wants and needs.</p> <p>Workplace upgrading in partnership with employer.</p> <p>Specialized trades-related tutoring in partnership with a union.</p>	<p>National organization; District of Thunder Bay</p>	<p>Registered charity, fund raising; Fee-for-service; Partnerships</p>

Name	Address/Phone/Email	Mission Statement
G		
GEDC - Greenstone Economic Development Corporation	P.O. Box 1018 1409 Main St. Geraldton, ON P0T 1M0 Phone: (807) 854-2273 Fax: (807) 854-2474 E-mail: info@gedc.ca www.gedc.ca/	Foster and encourage the start-up and operation of successful enterprise in all economic sectors within the Greenstone Service Area.
Ginoogaming First Nation	101 Poplar Cres Longlac, ON P0T 2A0 Phone: (807) 876-2242 Fax: (807) 876-2495 Email: No general email. community.matawa.on.ca/?matawa-communities=ginoogaming-first-nation (A part of the Matawa First Nations Community)	N/A
H		
HAGI Community Services for Independence	1201 Jasper Drive Suite A Thunder Bay, ON P7B 6R2 Phone: (807) 343-0414 Fax: (807) 344-6140 Email: info@hagi.ca hagi.ca/	"To improve the quality of life for persons with a disability including seniors by providing services that enable persons with physical disabilities to play an active role in their community."
I		
Independent Living Resource Centre Thunder Bay	130 Brodie St. South Thunder Bay, ON P7E 1B9 Phone: (807) 577-6166 Fax: (807) 577-6119 www.ilrctbay.com/	To provide a broad range of comprehensive services through programs to persons with disabilities as well as education and inclusion support to our broader community and region.
K		
Kiikenomaga Kikenjigewen Employment and Training Services A division of Matawa First Nations Management Inc.	28 Cumberland St N Suite #500, 5th Floor Thunder Bay, ON P7A 4K9 Phone: (807) 768-4470 Fax: (807) 768-3301 www.kkets.ca/ www.matawa.on.ca/	To build community capacity and increase Matawa First Nations' members' participation in the current labor market workforce and local economy.

Target	Municipality	Funding
<p>Strategic community planning and socio-economic development</p> <p>Support for community based projects</p> <p>Business information and planning services</p> <p>Access to capital for small and medium sized businesses and social enterprise</p>	<p>Towns and First Nations communities of the Greenstone Region:</p> <p>Aroland First Nation</p> <p>Animbiigoo Zaagi'igan Anishinaabek</p> <p>Beardmore</p> <p>Bingwi Neyaashi Anishinaabek</p> <p>Biinjitiwaabik Zaaging Anishinaabek</p> <p>Caramat</p> <p>Geraldton</p> <p>Ginoogaming First Nation</p> <p>Jellicoe</p> <p>Longlac</p> <p>Long Lake #58 First Nation</p> <p>MacDiarmid</p> <p>Nakina</p> <p>Orient Bay</p>	<p>FedNor</p>
<p>1. Offers employment counselling services for Band members (Members of Ginoogaming First Nation) seeking employment (resume and cover letter assistance, job application assistance, preparing for interviews and tips for job searching)</p> <p>2. Offers services and supports for Band members with addictions (hosts Alcoholics and Narcotics Anonymous meetings, coordinates cultural and spiritual events/ gatherings, and provides individual and group discussions).</p> <p>Also provides counselling and referrals to Band services, social services, and treatment centres/medical assistance.</p>	<p>Members of Ginoogaming First Nation in Longlac</p>	<p>Indigenous and Northern Affairs Canada (INAC) [employment counselling and addictions]</p> <p>Ministry of Health and Long Term Care (MOHLTC), North West Local Health Integration Network (NWLHIN), Health Canada – First Nations and Inuit Health Branch (FNIHB) [addictions services funding]</p>
<p>Community Outreach Support for persons with disabilities in their own homes.</p> <p>Support Service Living Units Accessible, subsidized housing with 24 hour personal care.</p> <p>Transitional Living Services Learning and practising skills necessary for living in/participating in the community.</p>	<p>City of Thunder Bay</p> <p>North Shore communities</p>	<p>Province of Ontario Programs:</p> <p>Northern Ontario Heritage Fund Corporation</p> <p>North West Local Health Integration Network</p>
<p>Ontario Disability Support Program – Employment Supports (ODSP). Employment support to those with disabilities – training, clothing, preparation, others. Comprehensive services in the spirit of Independent Living Philosophy (IL).</p>	<p>Thunder Bay</p>	<p>Funded/sponsored/partnered with Government of Canada, United Way of Thunder Bay, Ontario Government, Service Canada, Independent Living Canada</p>
<p>KKETS offers several programs including:</p> <p>Aboriginal Skill and Advancement Program (ASAP): specific to individual learning styles, cultural, and emotional needs.</p> <p>Employment Integration Services Program: preparing and empowering Matawa First Nations members for employment opportunities including work ethics / discipline training, readiness assessments, ongoing monitoring, one-on-one development assistance</p>	<p>Service provided to members of Aroland, Constance Lake, Eabametoong, Ginoogaming, Marten Falls, Neskantaga, Nibinamik, and Webequie First Nations</p> <p>NOTE: Constance Lake may not be in the Thunder Bay district but all others are.</p>	<p>HRSDC - Human Resources and Skills Development Canada, part of the Strategic Partnership Fund</p>

Name	Address/Phone/Email	Mission Statement
L		
Lakehead University – Student Success Centre	955 Oliver Rd Thunder Bay, ON, P7B 5E1 Phone: (807) 343-8018 Fax: (807) 343-8918 www.lakeheadu.ca/current-students/student-success-centre	We're here to support you!
Literacy Northwest	1116 Waterford St. Thunder Bay, ON P7B 5R1 Phone: (807) 622-6666 (800) 461-9294 Email: director@literacynorthwest.on.ca www.northernliteracy.ca	<ol style="list-style-type: none"> 1. To improve the quality of life in the communities of Northwestern Ontario by supporting and promoting lifelong learning. 2. Regional Support Network for adult Literacy and Basic Skills (LBS) service providers
M		
Magnet	magnet.today/	Addressing unemployment and under-employment of Canadians.
March of Dimes Canada	237 Camelot St Thunder Bay, ON P7A 4B2 Phone: (807) 345-6595 Fax: (807) 345-7086 www.marchofdimes.ca	To maximize the independence, personal empowerment and community participation of people with disabilities.

Target	Municipality	Funding
<p>Coordinates employment and career services for students and alumni.</p> <p>Student Success Advisors meet in person or via telephone to provide individualized support.</p> <p>Supports include tutoring, job preparation, career fairs.</p> <p>Partners with Student Accessibilities for special needs</p>	<p>Thunder Bay campus;</p> <p>Telephone support for students and alumni in District of Thunder Bay</p>	<p>University operating budget</p> <p>Income from Employer Info Sessions and Career Fairs</p>
<p>Provides information and referrals for adults who want to upgrade literacy and essential skills to achieve goals related to their work, learning and life.</p> <ol style="list-style-type: none"> 1. Supports LBS agencies in the College and Community-Based delivery sectors, and the Anglophone, Deaf, Francophone and Indigenous cultural streams. 2. Shares resources across Learning Network to provide training for the LBS field and other key community stakeholders. 3. Facilitates service planning and coordination activities, collaborates and communicates with regional and/or provincial support organizations to promote and enhance access to adult literacy and essential skills training. 	<p>Thunder Bay, (Rainy River, Kenora)</p>	<p>Employment Ontario (Ministry of Advanced Education and Skills Development)</p>
<p>Online network of employers and job seekers with resources and tools for both.</p> <p>Special projects</p> <ol style="list-style-type: none"> 1. Hire Immigrants Extensive resources for employers, immigrant entrepreneurs and policy makers including: finding and recruiting immigrant talent, assessing international credentials, mentoring newcomers in the workplace, and breaking down cultural barriers www.hireimmigrants.ca/ 2. Disability Discovery Project magnet.today/diversity/pwd/ 	<p>Across Canada</p>	<p>Not-for-profit; Ryerson University in partnership with Ontario Chamber of Commerce</p> <p>Large list of educational, industry, and community partners: magnet.today/partners/</p> <p>Hire Immigrants project managed by Global Diversity Exchange at the Ted Rogers School of Management at Ryerson University, and sponsored by RBC.</p> <p>Disability Discovery Project partner: CIBC</p>
<p>Employment Services</p> <p>Vocational assessment, employment preparation, job development and employment placement and retention services to wide range of youth and adults.</p> <p>Skills For Work Program:</p> <p>For Ages 15-30, out of school and facing barriers to employment. Provides employability skills development training followed by placement to permanent employment with initial 16 wk wage subsidy.</p> <p>The Warehouse</p> <p>Drop in recreation activities Monday to Fridays 9 to 3 p.m.</p>	<p>District of Thunder Bay</p>	<p>Ministry of Community & Social Services, WSIB, TBDSSAB, Service Canada, United Way</p>

Name	Address/Phone/Email	Mission Statement
Métis Nation of Ontario	226 South May St., Main Floor Thunder Bay, ON P7E 1B4 Phone: (807) 624-5014 Email: Though website www.metisnation.org	Offers programs and services that help Métis reach their educational goals, gain the skills required to secure employment, strengthen their communities and contribute to the Ontario economy.
MTW Employment Services	101 King St, Suite B LongLac, ON P0T 2A0 Phone: (807) 876-4222 423 Main St, Unit A Geraldton, ON P0T 1M0 Phone: (807) 854-1234	Providing bilingual assistance to Greenstone residents with their employment & training needs.
N		
North of Superior Counselling	16 Front St Nipigon, ON P0T 2J0 Phone: (807) 887- 2632 Fax: (807) 887-2764 Email: info@nosp.on.ca www.nosp.on.ca Other offices located in Armstrong, Geraldton, Longlac, Manitouwadge, Marathon, Nipigon, and Terrace Bay	North of Superior Counselling Programs (NOSP) supports the enhancement of overall well-being and living a good life.
Northwest Employment Works (NEW)	Confederation College Northwest Employment Works P.O. Box 398, 1450 Nakina Drive Thunder Bay, ON P7C 4W1 (Shuniah Building, Room C107) Phone: (807) 473-3829 Fax: (807) 473-3869 Email: new@confederationc.on.ca www.northwestworks.ca/	Northwest Employment Works is an Employment Ontario Assessment Centre offering a variety of programs & services geared to helping job seekers & employers achieve their job search & recruitment & training goals.
Novocentre	234 Van Norman St. Thunder Bay, ON P74 4B9 Phone: 1-888-209-5623 Email: dg@novocentre.com novocentre.com/en	Novocentre is committed to meeting training and employment needs of the francophone community.

Target	Municipality	Funding
<ol style="list-style-type: none"> 1. Stay in School Program: 15-20 year olds currently in high school – provides assistance in transitioning from high school to post-secondary education and/or the workforce. 2. Self-employment Program: provides assistance to individuals seeking to develop a business that will allow them to become self-employed through eligible expenses coverage (i.e., skills training). 3. Disabilities Support Program: supports those with disabilities in securing employment and entering the workforce by providing assistance with skills development. 4. Job Shadow Program: opportunities to gain work experience that will help them make career decisions. 5. Summer Career Placement: 15-29 year olds in school or returning to school – provides summer employment opportunities. 	Thunder Bay	Government of Canada's Aboriginal Skills and Employment Training Strategy
<p>Bilingual one-stop employment services including online and in-person training for certificate courses.</p> <p>Services include resume and cover letter writing, interview and job search tips, career planning, funding assistance for child care, disability supports.</p>	Municipality of Greenstone	<p>Ministry of Advanced Education & Skills Development</p> <p>Ministry of Education</p> <p>Minister of Employment, Workforce Development and Labour</p>
<ol style="list-style-type: none"> 1. Addiction programs offer drug and alcohol assessments for adults, referrals based on assessments, coordinating psychiatric consultations, and recovery support. 2. Offers counselling for individuals, couples, and groups. 3. Offers family counselling, facilitating workshops related to addiction issues. 	Armstrong, Geraldton, Longlac, Manitouwadge, Marathon, Marten Falls First Nation, Nipigon, Red Rock, Schreiber, Terrace Bay	<p>Ministry of Children and Youth Services</p> <p>Ministry of Health and Long Term Care – North West Local Health Integration Network (NWLHIN)</p>
<ol style="list-style-type: none"> 1. Offers ODSP Employment Supports for persons with disabilities. 2. Employment Service Program provides walk-in resources; job search and preparation assistance; and job matching, placement, and incentives for employees to gain skills and experience. 3. Second Career provides laid-off persons with skills training to help them get jobs in high-demand occupations (cost sharing grant based on need up to \$28 000) 	Thunder Bay	<ol style="list-style-type: none"> 1. ODSP Employment Supports funded by Ministry of Community and Social Services. Federal government's Opportunities Fund and the Ministry of Advanced Education and Skill Development's Employment Ontario may also provide training. 2. Employment Service Program offered through Ministry of Advanced Education and Skills Development (Employment Ontario Program). 3. Second Career funded by Employment Ontario Program.
<ol style="list-style-type: none"> 1. Provides free training to the francophone community in reading, writing, mathematics and technology. 2. Offers FSL classes for a fee. 	Thunder Bay	Employment Ontario Program

Name	Address/Phone/Email	Mission Statement
O		
Ontario Ministry of Education - Cooperative Education	www.edu.gov.on.ca/morestudentsuccess/coop.html	Cooperative Education allows students to: <ol style="list-style-type: none"> 1) gain experience in a career of their choice 2) explore a career path 3) increase their understanding of employer expectations and workplace ethics 4) ease the transfer from school to work 5) earn credits through a practical experience in the community 6) increase their confidence and leadership 7) develop employability and networking skills 8) enhance oral and verbal communication 9) improve interpersonal skills, work attitudes and habits
Ontario Ministry of Education - Ontario Youth Apprenticeship Program (OYAP)	oyap.com	To provide students with the opportunity to start training in a skilled trade while completing the requirements for an Ontario Secondary School Diploma; To enable students to make the school to work transition by direct entry into apprenticeship training; To provide employers with the opportunity to train the skilled workers they require; To provide a viable solution to address the problem of skilled tradespeople shortages in general, and specifically the lack of young people joining the trades.
Ontario Ministry of Education - Specialist High Skills Major (SHSM)	www.edu.gov.on.ca/morestudentsuccess/SHSM.html	Allows students to focus their learning on a specific economic sector while meeting the requirements for the Ontario Secondary School Diploma (OSSD). Assists in the transition from secondary school to apprenticeship training, college, university, or the workplace. Gives students the opportunity to make informed decisions related to post-secondary education or training and next steps towards a career; enables them to be more engaged in their school program
Ontario Native Women's Association (ONWA)	Head Office 150 City Road, PO #15 – 684 City Road Fort William First Nation, ON P7J 1J7 Phone: (807) 577-1490 (For ASETS program) 380 Ray Boulevard Thunder Bay, ON P7B 4E6 Phone: (807) 623-3442 Fax: (807) 623-1104 Email: aset@onwa.ca onwa.ca	ONWA empowers and supports Aboriginal, Métis and Inuit women and their families who live off reserve and because of a lack of education and/or work experience, need assistance in finding and/or maintaining employment. The Aboriginal Skills and Employment Strategy (ASETS) helps Aboriginal women to access training initiatives that may not have been open to them to help them become employed.
Oshki-Pimache-O-Win (OSHKI) Education and Training Institute	106 Centennial Square, 3rd Floor, Thunder Bay, ON P7E 1H3 Phone: (807) 626-1880 www.oshki.ca/	To achieve excellence as a leader in the innovative design and delivery of quality postsecondary and training programs which meet the holistic educational needs of Nishnawbe Aski Nation and other learners in a safe, inclusive, supportive and culturally enriched learning environment

Target	Municipality	Funding
<p>Supervised employment placements in the community for senior high school students that are linked to a school subject.</p> <p>Pre-placement and reflective classroom component that includes topics on health and safety, work ethics, effective job search techniques, labour market trends, confidentiality</p> <p>Employers work with co-op teacher to develop a Personalized Placement Learning Plan (PPLP) for the student so that the placement enhances knowledge and skills learned in the classroom component</p>	Thunder Bay District Public and Catholic Secondary Schools	Ontario Ministry of Education (classroom component)
<p>Some apprenticeships evolve from co-op education placements. Students supported through cooperative education teachers and district OYAP coordinators.</p>	Available to all Ontario Secondary Schools	Ontario Ministry of Education
<p>SHSMs include five components that help better prepare students for the workplace:</p> <ol style="list-style-type: none"> 1. Course credits that provide sector-specific knowledge and skills, including 2 Cooperative Education credits 2. Sector-recognized certificates and training courses (ie. First Aid) 3. Experiential learning within the sector 4. “Reach Ahead” experiences connected to the student’s selected post-secondary pathway 5. Development of skills and work habits required by employers <p>Success of SHSM programs are monitored according to Ministry guidelines and include guidance counsellors, specialized course teachers, and co-op education teachers.</p> <p>Schools vary on number of and type of sectors offered.</p> <p>Ministry requires that special supports be put in place for special education students.</p>	Thunder Bay District Public and Catholic Secondary Schools	Ontario Ministry of Education
<ol style="list-style-type: none"> 1. Provides individual training initiatives to help unemployed or under-employed urban based women of Aboriginal descent to obtain demand driven skills through the purchase of training at recognized post-secondary training institutions, private training institutions registered with the province, and delivery agents recognized by the Ministry of Training Colleges and Universities (not exceeding 52 weeks). 2. Provides on the job training through job creation partnerships or targeted wage subsidies to gain experience (maximum duration 26 weeks). 	Ontario	Native Women’s Association of Canada - Employment and Social Development Canada (ESDC)
<p>Culturally-sensitive post-secondary education and training programs for Nishnawbe Aski Nation members or others who want to pay for their services.</p>	Nishnawbe Aski Nation communities listed also within the District of Thunder Bay are: Aroland First Nation Ginoogaming First Nation	Fees Sponsorships

Name	Address/Phone/Email	Mission Statement
P		
PARO Centre for Women's Enterprise	110 - 105 May St. N Thunder Bay, ON P7C 3N9 Phone: (807) 625-0328 1-800-584-0252 Fax: (807) 625-0317 Email: info@paro.ca paro.ca	PARO Centre for Women's Enterprise (PARO) works to relieve poverty by increasing the economic independence and self-sufficiency of women and their families, especially those with low or moderate incomes, through initiatives to help them achieve self employment; and providing award-winning* educational programs and financial empowerment supports to women to enhance business development, skills training, networking, mentoring, access to information and (primarily through peer-lending). PARO's programs are designed to: <ul style="list-style-type: none"> • Build an equitable framework that provides control and ownership for women through the development of peer lending circles and participatory training • Increase women's access to credit, training, networking, and other programs and activities promoting community economic Development • Ensure women's participation and capacity-building through skills training, child care, and transportation support • Build leadership capacity • Build community partnerships
Phelps Group	1113 Jade Court, Suite 104 Thunder Bay, ON P7B 6M7 Phone: (807) 345-9638 Fax: (807) 345-3339 Email: temp@phelpsgroup.ca www.phelpsgroup.ca/	People bridging people
Professions North (PNN; Laurentian University)	128 Larch St., Unit 601 Sudbury, ON P3E 5J8 Phone: (807) 333-1766 Fax: (705) 222-3766 Email: info@professionsnorth.ca www.professionsnorth.ca (Partnered with YES Employment)	Develops and provides professional bridging services and resources to internationally-trained professionals. These services and tools allow our clients to become job ready and obtain employment in Northern Ontario within their profession.
R		
Reseau du Nord	234 Van Norman St. Thunder Bay, ON P7A 4B8 Contact: Paula Haapanen Phone: (807) 707-2353 1-888-248-1714 Email: phaapanen@reseaudunord.ca reseaudunord.ca/	Helping communities attract and retain French-speaking foreign talent.

Target	Municipality	Funding
<p>PARO provides programs and services across Northern Ontario for those who are ready to start, grow or build new opportunities. PARO offers counselling, workshops, events, access to grants and loans, networking, marketing and mentoring, opportunities to those who wish to start, grow and build business, careers, and social enterprise.</p> <p>Business Start up and Growth, job development, and resume assistance.</p> <p>Assistance in Business Plan writing and loan/grant applications.</p> <p>Business Development for men and women with disabilities. Program includes grant assistance.</p> <p>On going training, weekly workshops with experts.</p> <p>One on one or group counselling for individual businesses or social enterprises</p> <p>Matching clients to mentors to assist in business and social enterprise development and coaching</p> <p>Customised one on one training available for business related computer skills including: accounting, social media, Microsoft Office etc.</p> <p>Business skills training/retail training/ Consignment opportunities for business owners</p> <p>Customised workshops and presentations delivered across Northern Ontario</p> <p>Micro loans and grants for women in formed Circle groups (4 - 7)</p> <p>Grants and loans for new Social Enterprises.</p> <p>Assist clients in applying for additional funding opportunities</p> <p>Accelerated Access - Customized business services for fee. Applicable to not for profit and for profit businesses</p>	<p>Thunder Bay (Head office)</p> <p>Travel - Across Northern Ontario on regular basis</p>	<p>Project Grants from various sources such as, Fed Nor; Government of Ontario; Status of Women Canada; NOHFC.</p> <p>Earned income from PARO's Social Enterprises</p> <p>Fundraising and donations towards PARO Grant Fund</p>
<p>Executive search and recruitment; career transition and management; leadership development coaching; temporary staff placement</p>	<p>Thunder Bay office</p>	<p>Fees</p>
<p>1. Facilitates the integration of internationally-trained professionals (ITPs) into Northern Ontario through training in order to secure a career in Northern Ontario; bridges the gap between education, experience, culture, and employment.</p>	<p>Thunder Bay, but also serves all of NWO region (i.e., 4 other locations)</p>	<p>Professions North funded by Government of Ontario.</p> <p>Ontario receives support for some skills training programs from Government of Canada.</p>
<p>Indirect employment supports for immigrant French language speakers.</p> <p>Assistance navigating various streams involved with connecting people and projects</p>	<p>District of Thunder Bay</p>	<p>Government of Canada: IRCC</p> <p>Immigration, Refugees and Citizenship Canada</p>

Name	Address/Phone/Email	Mission Statement
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Seven Generations Education Institute	Thunder Bay Office 409 George St. Main Floor, Thunder Bay, ON P7E 5Y9 Phone: (807)622-1711	Seven Generations Education Institute encompasses the traditional education process by blending culture, tradition, information and technology. This philosophy provides opportunities to demonstrate our commitment to the values, needs, and learning styles of our communities.
Shelter House	420 George St. Thunder Bay, ON P7E 5Y8 Phone: (807) 623-8182 Fax: (807) 622-6328 Email: No general email available www.shelterhouse.on.ca	<ol style="list-style-type: none"> 1. Provides basic needs, dignity and comfort to people living in poverty and stimulates action to address the root causes of homelessness. 2. Forges community links, identifies gaps in service currently being provided for its clients by the community and acts as an advocate for change.
Sister Margaret Smith Centre (SMSC)	301 Lillie St. North Thunder Bay, ON P7C 0A6 Phone: (807) 684-5100 Fax: (807) 622-1779 Email: sjcg@tbh.net (Part of programming offered by St. Joseph's Care Group) www.sjcg.net/services/mental-health_addictions/mha-gambling/adult/main.aspx	Provides holistic and client-centered addictions treatment for adults based on assessed needs as part of the Thunder Bay Integrated Addiction System (flexible community network of social service and health care agencies) to respond to an array of client needs.
Staff Locators	126 May St N, Thunder Bay, ON P7C 3P2 Phone: (807) 622-7166 Fax: (807) 622-4323 stafflocatorscanada.com/	People locating people.
St. Joseph's Care Group	35 Algoma St N. Thunder Bay, ON P7B 5G7 Phone: (807) 343-2431 Fax: (807) 345-4994 Email: sjcg@tbh.net www.sjcg.net	St. Joseph's Care Group is a Catholic organization that identifies and responds to the unmet needs of the people of Northwestern Ontario, as a way of continuing the healing mission of Jesus in the tradition of the Sisters of St. Joseph of Sault Ste. Marie.

Target	Municipality	Funding
<p>Culturally-sensitive secondary school, post-secondary education and training programs for Anishinaabe Aki (Treaty #3 territory) members, but supports are offered to and extend beyond these boundaries.</p> <p>Programs include:</p> <p>Essential Skills Program teaches skills essential for success in the workplace.</p> <p>College Readiness</p> <p>Trade apprenticeships</p> <p>Supports include individualized planning, pre-placement assessments, monitoring during programs, childcare/ transportation supports</p> <p>Also partners with Lakehead University and Con College</p>	<p>The main campuses are outside of the Thunder Bay District (Kenora, Fort Frances); however, supports provided for members of the following Thunder Bay District communities which are a part of Treaty #3:</p> <p>Seine River First Nation</p> <p>Lac de Mille Lacs First Nation</p> <p>Post-secondary Student Support Program also utilized by:</p> <p>Kiashke Zaaging Anishinaabek</p> <p>Bingwi Neyaashi Anishinabek</p> <p>Lake Helen Reserve 53A</p> <p>Red Rock First Nation</p>	<p>Indigenous and Northern Affairs Canada (INAC);</p> <p>Ministry of Northern Development and Mines</p>
<ol style="list-style-type: none"> 1. Provides emergency shelter, laundry facilities and showers for 62 persons; works to secure proper, affordable housing for clients through referrals, outreach, life skills, work experience, and intervention 2. Provides three meals daily with 24 hour access to food 3. Runs Street Outreach Services Program to offer services to homeless, intoxicated, and high risk individuals in the community through collaboration with local community agencies 4. Runs the Kwae Kii Win Managed Alcohol Program offering supportive living to those with chronic homelessness and alcohol use problems 	<p>Thunder Bay</p>	<p>City of Thunder Bay, fundraising, donations</p>
<ol style="list-style-type: none"> 1. Provides substance abuse programs for youth (<18), men and woman (18-60), for older adults (60+), and offers specialized programs (e.g., concurrent disorders, family, spiritual care, etc.) 2. Collaborates with other organizations for continued healing (e.g., self-help groups, mental health groups, Indigenous supports, etc.) 	<p>Northwestern Ontario</p>	<p>Ministry of Health and Long Term Care – North West Local Health Integration Network (NWLHIN)</p>
<p>Job placement service</p>	<p>Across Canada</p>	<p>Fees</p>
<ol style="list-style-type: none"> 1. Provides programs and services to adults for addictions and mental health (concurrent disorders rehabilitation; mental health housing and employment programs; mental health rehabilitation for adults) 2. Provides services for employee support and assessment (through Behavioural Sciences Centre [for profit], assessment, employee and family assistance plan services, consultation, training, intervention services to agencies, and e-counselling) 3. Provides long-term care services for chronic disease 4. Provides spiritual care 	<p>Northwestern Ontario</p>	<p>Ministry of Health and Long Term Care – North West Local Health Integrated Network (NWLHIN)</p>

Name	Address/Phone/Email	Mission Statement
St. Joseph's Care Group - Employment Options Program Recovery-oriented Vocational Services	710 Victoria Avenue- Health Centre South Phone: 807-623-3400 www.sjcg.net Programs & Services > Addictions & Mental Health > Mental Health Housing & Employment Programs > Employment Options Program	To support access to employment, volunteer, and educational opportunities for consumers of mental health and addiction services through the provision of individualized supports and services in a client-centred, recovery-oriented environment.
Superior Greenstone Association for Community Living	206 Hogarth Ave W Geraldton, ON P0T 1M0 Phone: (807) 854-0775 Fax: (807) 854-1047 Email: sgacl@bellnet.ca www.sgacl.ca (Expired)	That all persons live in a state of dignity, share in all elements of living in the community and have the opportunity to participate fully. Providing personal and residential support to persons with intellectual or developmental disabilities.
Superior North Adult Learning Association	313 Scotia St., Schreiber, Ontario Phone: (807) 824-3164 Email: info@snala.ca www.snala.ca	To promote and encourage independence, employment skills and lifelong learning for individuals in our communities.
Superior Strategies	1795 Dawson Rd., Thunder Bay, ON P7G2E7 Lake Helen Reserve 2 Gas Road NIPIGON, Ontario P0T 2J0 Red Rock Phone: (807) 887-0777 Fax: (807) 887-0077 Email: kbaccar@superior-strategies.ca www.superior-strategies.ca	Superior Strategies is a First Nation owned business that offers quality management consulting and training services. They specialize in the delivery of successful project management, human resource, business, and economic development solutions. Their company name reflects our unique capabilities in strategically building (developing improved trust and business relationships) between Aboriginal peoples and the government, industry and corporate sectors to successfully develop new business ventures.
Superior View Housing Cooperative Inc.	110 Castlegreen Dr. Thunder Bay, ON P7A 7T9 Phone: (807) 767-8051 Fax: (807) 767-3013 Email: info@superiorviewhousing.com www.superiorviewhousing.com	N/A
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Thunder Bay Counselling Centre	544 Winnipeg Ave Thunder Bay, ON P7B 3S7 Phone: (807) 684-1880 Fax: (807) 344-3782 Email: community@tbaycounselling.com www.tbaycounselling.com	To strengthen and support people's quality of life through the provision of responsive mental health services.

Target	Municipality	Funding
<p>The Employment Options Program offers vocation services integrated with mental health services. Vocational Rehabilitation Counsellors work collaboratively to help clients meet their goals. Supported Employment includes ongoing employment counselling, self-management supports, job search, job placement, skills training.</p> <p>Team Werks Co-op Inc.</p> <p>Skills building and training in nine different business areas; time-limited job placements with coaching supports; formal and informal peer support; membership opportunities in the co-op.</p>		Ministry of Health
<p>1. Offers disability and support services for adults 18+ with developmental disabilities, chronic mental health, or behaviour problems</p> <ul style="list-style-type: none"> a) Personal supports (daily living, leisure, personal care) b) Residential supports for group living, supported independent living, and community access/participation 	<p>Thunder Bay District</p> <p>Communities along the Hwy 11/17 corridor from Dorion to White River, and Nipigon to Caramat.</p>	Ministry of Community and Social Services
<p>Provides literacy and basic skills training, including numeracy, digital, communication and interpersonal skills.</p> <p>Helps learners prepare for employment, apprenticeship, secondary-school credit, post-secondary education and greater independence.</p>	<p>Biigtigong Nishnaabeg, Heron Bay, Marathon, Nipigon, Pays Plat First Nation, Red Rock, Rossport, Schreiber, Terrace Bay, Lake Helen</p>	Provincial - Ministry of Advanced Education and Skills Development (MAESD)
<p>Services: Offers human resources support (e.g., policy and procedure development, organizational development, and recruitment and retention coordination). After identifying workforce needs, SS works with local communities, First Nations, educational and training institutions to obtain appropriate, up to industry standard training and education in those sectors identified to have a ready workforce.</p> <p>Training: provides Occupational Health and Safety Training and numerous other training programs such as Cultural Awareness Training, Proposal Writing, Service Excellence, and most recently Mental Health First-Aid.</p>	Northern Ontario	Grants/loans
<p>Operates cooperative non-profit housing for individuals (18+), families, seniors, and those who are physically challenged</p>	Community of Thunder Bay (Thunder Bay District)	Membership fees
<p>1. Counselling to adults</p> <p>2. Provides addiction and mental health services (alcohol and drug assessment; treatment planning and referral; pre-treatment stabilization; case management support; counselling) and programs:</p> <ul style="list-style-type: none"> a) Addiction Services Initiative (ASI) through Ontario Works to remove substance use as a barrier to finding and/or maintaining employment b) Alcohol and other Drugs Program addresses the causes of addictive behaviour and substance use c) Back on Track, a three part program (assessment, education/ treatment, and 6 month follow-up) for those convicted of a DUI or have had a 2nd roadside suspension in the warning range (one day education or 2 day treatment workshop) d) Hope Place programming for expecting mothers or with children under 6 who are dealing with issues of substance use and mental health. Provides individual or group counselling for women. 	<p>Algoma District, Cochrane District, Kenora District, Manitoulin District, Nipissing District, Rainy River District, Sudbury District, Thunder Bay District, Timiskaming District</p>	<p>Ministry of Community and Social Services</p> <p>Ministry of the Attorney General</p> <p>Ministry of Children and Youth Services</p> <p>Ministry of Long Term Care - North West Local Health Integration Network (NWLHIN)</p> <p>United Way</p> <p>ASI Program funded through Ontario Works</p> <p>Fees</p>

Name	Address/Phone/Email	Mission Statement
Thunder Bay Indigenous Friendship Centre	401 N. Cumberland St., Thunder Bay, ON P7A 4P7 Phone: (807) 345-5840 Fax: (807) 344-8945 Email: info@tbifc.ca tbifc.ca	To develop a sense of Native community in the City of Thunder Bay with opportunities for involvement and control by community members in addressing the issues that affect their lives.
Thunder Bay Literacy Group	106 Cumberland St. North, Suite 201 Phone: (807) 475-7211 Email: holly@tblg.org	Community-based adult learning
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YES Employment Services Thunder Bay	1116 Waterford St. Thunder Bay, ON P7B 5R1 Phone: (807) 623-0768 Fax: (807) 622-5649 Email: resource@yesjobsnow.com www.yesjobsnow.com Regional Office: 10 Front St. Nipigon, ON P0T 2J0 Phone: (807) 887-5465	<ol style="list-style-type: none"> 1. To carry out programs for the education and economic development of persons in need. 2. To assist our customers to organize and participate more actively in community development and to enable them to become actively involved in the labour force within the community. 3. To assist in the improvement of existing programs and services and to develop new programs designed to assist all persons in obtaining employment. 4. To provide group and individual employment counselling for the members of the community in need. 5. To develop relationships with employers that help bridge the access and credibility gap for our customers.

Target	Municipality	Funding
<p>1. Anishnawbe Skills Development Program provides free basic upgrading in math, reading, and writing with opportunity to learn computer skills; essential skills training and assessment.</p> <p>2. Other programs for Aboriginal persons' mental health and well-being: alcohol/drug worker program, family support program, healing and wellness, community support program (FASD resources), lifelong care program (improve quality of life and living conditions for persons who require lifetime care).</p>	Thunder Bay	<p>Anishnawbe Skills Development Program (ASDP) funded by Employment Ontario Program</p> <p>(operated by the provincial Ministry of Advanced Education and Skills Development).</p>
<p>Skill improvement assistance in English, math and computers for employment, further education, and/or independence.</p> <p>Also General Education Development (GED) and Trades and Exam Support classes.</p>	Thunder Bay	<p>Employment Ontario program partly funded by the Government of Canada and the Government of Ontario and through the Canada-Ontario Job Fund Agreement.</p>
<p>1. Offers employment needs assessments to identify beneficial services with ongoing support and follow-up.</p> <p>2. Job matching and placement for those who would benefit from on the job training.</p> <p>3. Job/training retention through additional training or coaching.</p> <p>4. Youth Job Connections Program: For unemployed youth 15 to 29 years of age who meet complex barriers to employment 60 hrs paid employment training; 6 months job placement; Mentorship, coaching</p>	Thunder Bay; Regional office in Nipigon	<p>Employment Ontario Program (funded by Government of Ontario).</p>



North Superior
Workforce Planning Board

For further information please contact:

Madge Richardson, Executive Director

North Superior Workforce Planning Board
Local Employment Planning Council
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