



Annual Report

2024-2025

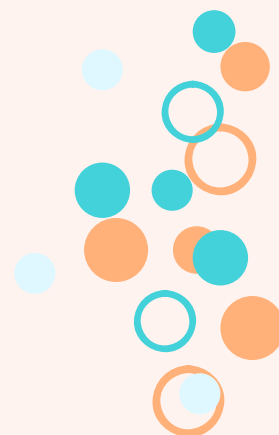
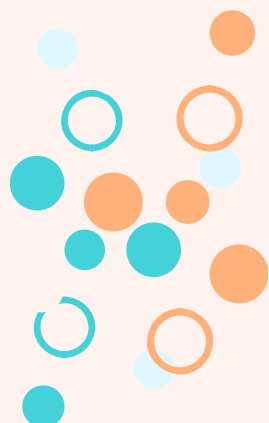


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President's Message

This past year has been one of reflection, renewal, and meaningful progress for CHSSN. As we approached our 25th anniversary, the Board of Directors undertook a significant governance initiative: the revision of our organizational by-laws. The changes reflect both the evolution of our network and the shifting realities of Quebec's health and social services landscape.



The most notable change was in how our members are organized. Previously grouped by the type of services they provided, we have now adopted a regional representation model. This shift was necessary. One of our original categories—organizations with health as one aspect of their mandate—had grown disproportionately large, while another category had effectively disappeared due to successive health system reforms. The new structure better reflects the geographic diversity and community-based nature of our network, and positions us for stronger, more balanced representation moving forward.

The Board was also deeply engaged in responding to the health directives related to the implementation of **Bill 96** in the health and social services sector. Our collective advocacy led to a very positive outcome: the withdrawal and rewriting of the directives. This result stands as a testament to the power of coordinated action and the importance of ensuring that language rights remain central to equitable care.

As we look ahead, CHSSN remains committed to advancing health equity for English-speaking communities across Quebec. I want to thank our Board members, partners, and staff for their dedication and leadership during this pivotal year.

Warm regards,

Ron Creary, President, CHSSN

Executive Director's Message



What a year it's been for CHSSN—full of energy, connection, and meaningful progress. Our calendar was packed with in-person events, which continue to be a highlight for our staff, community participants, and partners alike. These gatherings are more than just meetings—they're moments of learning, collaboration, and inspiration.

We also celebrated the opening of our **satellite office in Montreal** with an open house in May. The response has been overwhelmingly positive, with many visitors expressing appreciation for having CHSSN staff available locally.

A personal highlight for me this year was our **joint meeting** with Executive Directors from both the NPI network and the Société santé en français' network of Executive Directors from Francophone communities from across the country. The recognition of shared challenges and the exchange of best practices created a powerful sense of solidarity. The Northern region networks were especially inspiring, bringing forward ideas for continued collaboration beyond the meeting.

Despite the challenges of the year, our team showed incredible resilience. Everyone stepped up, supported one another, and ensured our programs continued to thrive.

New partnerships also brought fresh energy and expanded our reach. We welcomed several **new research collaborators**, whose contributions have helped us develop valuable knowledge products for the community.

And now, as we begin **2025–2026**, CHSSN proudly enters its **25th year of operation**. We'll be celebrating this milestone at our upcoming AGM, and I can't help but reflect on the journey. I feel deeply privileged to have been part of this organization since its inception. These 25 years have been filled with growth, learning, and unwavering commitment to Quebec's English-speaking communities.

Here's to the next chapter—with gratitude and excitement.

Warmly,
Jennifer Johnson, Executive Director, CHSSN

CHSSN 2024-2025



3. Mission, Vision and Values

Our Mission

Our mission is to support the English-speaking communities in Quebec through promoting equitable access to health and social services in English and addressing social determinants of health by relationship building, knowledge sharing, empowering, and training.

Our Vision

Achieving equitable access to health and social services in English through the development of programs and partnerships to address social determinants of health and promoting the vitality of English-speaking communities of Quebec.

Values



4. Networking and Partnership



Health
Canada

Santé
Canada



Joint meeting with NPIa and the Francophone Networks from across Canada

4a. Networking and Partnership Initiative (NPI)

NPI Key Accomplishments in 2024-2025

The Networking and Partnership Initiative (NPI), led by CHSSN, continued to strengthen access to health and social services in English for Quebec's Official Language Minority Communities (OLMCs), achieving significant milestones across the province and beyond.

Advocacy & Policy Impact

- CHSSN supported government decision-making around **Bill 96**, helping preserve English-language services, designated institutions, and regional access committees.

Expanded Access Through Community Networks

- **23** NPIs met key benchmarks of the Official Languages Health Program (OLHP), engaging in **300+ partnerships** and decision-making tables.
- NPIs hosted **40+ learning events**, produced **35 knowledge products**, and led over **50 access support initiatives**—ranging from health fairs to culturally adapted services for marginalized communities.

Provincial Partnerships

- CHSSN collaborated with provincial organizations like CAP santé mentale and Association québécoise de prévention du suicide (AQPS) to adapt tools and services in English across **12** regions, broadening OLMC reach.

Rural Outreach via Satellite NPIs

- **14 satellite NPIs** partnered with **50+** health organizations, improving access for **300,000** OLMCs in rural areas. Initiatives included patient navigation services and strategic planning support.

National Knowledge Exchange

- CHSSN hosted four knowledge transfer events, including a national forum with Société Santé en français (SSF), fostering collaboration among OLMC networks across Canada.
- This led to the creation of a Northern Health and Social Services Network focused on improving access for linguistic minorities in remote regions.

NPI 2024-2025



NPI Summer Networking Event (July 11, 2024)



NPI Bootcamp (May 6-7, 2024)



Jennifer Johnson, ED, CHSSN and
Antoine Désilets, ED, SSF



OLMC Networking Event (January 21-23, 2025)

4b. Services for Healthy Aging in the Right Place (SHARP)

In 2024–2025, the SHARP program delivered nine targeted information sessions focused on helping English-speaking seniors age safely and comfortably in their communities. With **797** live participants and an additional **252** who accessed recorded sessions, SHARP reached a total of **1,049** individuals across the province. The sessions covered topics such as housing adaptations, digital literacy, mental health, and navigating health and social services—offering critical knowledge to reduce barriers and support autonomy. Sessions like “Accessing health and social services” and “Thinking about your future: Plan now for aging in place” attracted the highest attendance, while topics such as rent increases, future planning, and mental health received satisfaction rates of 95% or higher.

Overall, the SHARP program proved to be a valuable and well-received resource, with **90.2%** of participants reporting an increase in knowledge and **98.8%** recommending the sessions to others. Delivered through both live and recorded formats by **23** partner organizations, the program made expert content more accessible—especially in communities where local professionals may be hard to reach. Challenges such as technological limitations and session scheduling were noted, but they were balanced by successes like increased engagement from male attendees and meaningful discussions sparked by the presentations. With strong satisfaction ratings for speaker quality (**93.1%**) and topic relevance (**89.7%**), SHARP continues to strengthen support for aging in place through informed and inclusive outreach.

Key Metrics (Live)



797

Total sessions participants



9

Sessions Provided

Key Metrics (Recorded)



252

Recorded sessions participants



16

Recordings shown by 11 organizations

Successes

- Easy access to knowledge where local professionals may be hard to reach
- Presentations spark meaningful group discussion
- Male attendees

Challenges

- Technological Issues
- Finding local health partners
- Scheduling & attendance

Overall, **90.2%** of participants felt that the SHARP sessions helped to increase their knowledge

Date	Session topic	Total Participants
17-Apr-24	Accessing health and social service: overcoming barriers with tools & resources	139
15-May-24	Alternative living arrangements for aging in the community	87
19-Jun-24	User rights and filing complaints with the health system	68
18-Sep-24	The role of libraries in supporting digital literacy and aging in place	73
16-Oct-24	Adapting your home to safely age in place	81
20-Nov-24	Thinking about your future? Plan now for aging in place	106
15-Jan-25	Thinking about your mental health? Community resources for English-speaking seniors	88
19-Feb-25	Post-caregiving grief; resources for supporting caregivers in their journey	78
19-Mar-25	Rent increases, Lease Renewals and Repossession	77
Total Live SHARP session participants for 2024-2025		797
Total participants including recorded sessions participants for 2024-2025		1049

4c. Adaptation of Health and Social Services

In the second year of its five-year agreement, CHSSN continued its efforts to improve access to English services within the public healthcare system. Through agreements with **16** regional health organizations (CISSS/CIUSSS) innovative projects focused on better meeting the needs of the English-speaking communities this year.

Key Objectives and Achievements:

- **Understanding Regional English-Speaking Communities:**
 - **16** local knowledge products produced this year
- **Improving Access to Health Services.**
 - **39** measures were implemented in various service programs such as, using community liaisons or patient navigators, implementation or improvement of interpreter services, visual identifiers for staff that speak English, enhancing communication strategies, pictograms and navigation aids within hospitals.
- **Creating and Maintaining Community Partnerships**
 - **44** partnerships were maintained, **11** new partnerships were created to better understand local English-speaking communities and develop innovative approaches for service access.
- **Producing information documents and communications tools in English.**
 - **Over 1600** documents and communication tools made available in English this year.

Additionally, CHSSN co-created two virtual training modules with CISSS/CIUSSS representatives to educate healthcare workers on the importance and obligations of providing services in English to English-speaking clients.



Quand puis-je communiquer avec un usager dans une autre langue que le français?

- ✓ Loi sur la gouvernance du système de santé et de services sociaux (LGSSSS)
- ✓ Charte de la langue française

- Situations urgentes
- Obtention d'un consentement
- Compréhension des informations
- Participation aux décisions
- Besoin d'une assistance

4d. Enhancing Knowledge of Health Status and Well-being of English-speaking Quebecers

Highlights of 2024-2025

In 2024–2025, CHSSN deepened its focus on health equity and language barriers in Quebec's English-speaking communities. A new partnership with Institut du Savoir Montfort led to two major projects: a Data Catalogue on language concordance in healthcare, and a report analyzing cancer outcomes based on patient-physician language match using data from 46,820 Canadian Community Health Survey (CCHS) respondents. While no significant differences were found, this marked our first use of CCHS to explore language-related disparities.

We also launched a new initiative with the Institut de la statistique du Québec (ISQ) to analyze the Quebec Population Health Survey (QPHS) using language variables, aiming to profile the English-speaking community's health status.

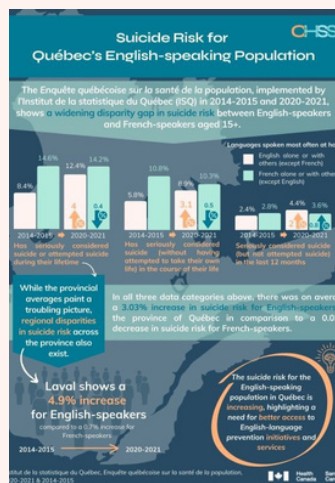
In Nord-du-Québec, CHSSN partnered with CRSSS de la Baie-James to survey English-speaking residents on access to services, with findings to be shared next year.

Other highlights include:

- A five-year research compendium by JPocock
- Infographics on visible minority demographics and suicide rates by language
- Expansion of the CHSSN Mapping Project to Laval and Montréal
- A study with Université du Québec en Abitibi-Témiscamingue (UQAT) on English-speaking immigrant fathers, supported by a 50% MITACS grant
- Continued collaboration with the Canadian Mental Health Association (CMHA) to maintain accessible mental health resources in English

Suicide Risk for Québec's English-speaking Population

The Enquête québécoise sur la santé de la population, implemented by l'Institut de la statistique du Québec (ISQ) in 2014-2015 and 2020-2021, shows a widening disparity gap in suicide risk between English-speakers and French-speakers aged 15+.



Portrait of English-Speaking Immigrant Fathers in Quebec (only available in French)

by:
YANNICK SANSCHAGRIN, docteur, Université du Québec en Abitibi-Témiscamingue

and

SAÏD BERGHEUL, professeur, Université du Québec en Abitibi-Témiscamingue

5. Early Childhood, Youth and Families Initiatives



Fondation Lucie
et André Chagnon



Public Health
Agency of Canada

Agence de la santé
publique du Canada

5a. Bright Beginnings (BB)

The 2024–2025 program year marked the beginning of a new five-year funding cycle for Bright Beginnings, generously supported by the Lucie and André Chagnon Foundation. Throughout the year, twenty-three regional organizations across the province, working in collaboration with the CHSSN Early Childhood, Youth and Families Program Manager, made significant progress in strengthening partnerships and enhancing knowledge development.

Highlights

Strengthened and newly established partnerships have played a key role in making services more accessible to English-speaking families across Quebec. Francophone partner organizations have improved service access and engagement for families in their regions.

One notable example of impact is the strong, trusting relationship developed between NPI 4Korners and the CISSS des Laurentides. As a result of this collaboration, the CISSS now refers all English-speaking parents seeking prenatal and postnatal support directly to 4Korners, ensuring more culturally and linguistically appropriate care.

At the provincial level, CHSSN continued to build its visibility and influence. The **Ministère de la Famille** invited the CHSSN to join their partners committee, recognizing CHSSN's reach and expertise within the English-speaking community.

Data from the **Institut de la statistique du Québec** and **Census Canada** reinforced the ongoing need for targeted attention and support for English-speaking children and families in Quebec. These findings, the adjacent infographic, underscore the importance of continued investment in early childhood development for this population.



5b. Healthy Early Years (HEY)

In the 2024–2025 project cycle, the CHSSN's Healthy Early Years (HEY) program partnered with **22 third-party NPI organizations** to carry out **29** projects supporting English-speaking children and their families. Of these, **16 projects** received funding under the “**Autistic English-speaking Children and their Families**” initiative, **8** of which received both standard HEY funding and Autism Spectrum Disorder (ASD) funding, while the remaining **8** received only ASD-specific funding.

CHSSN also led several knowledge exchange activities during the year, including five online Community of Practice sessions, one online training session, and one informational session for executive directors focused on the communications toolkit.

Highlights

The HEY program continues to show strong and growing engagement. In 2024–2025, a total of **6,701** participants were reported across all HEY projects delivered by third-party organizations, an increase of over **500** compared to the previous year (6,142 in 2023–2024).

Trends in participant growth over five reporting periods, stratified by individual characteristics, are illustrated in Figure 1.

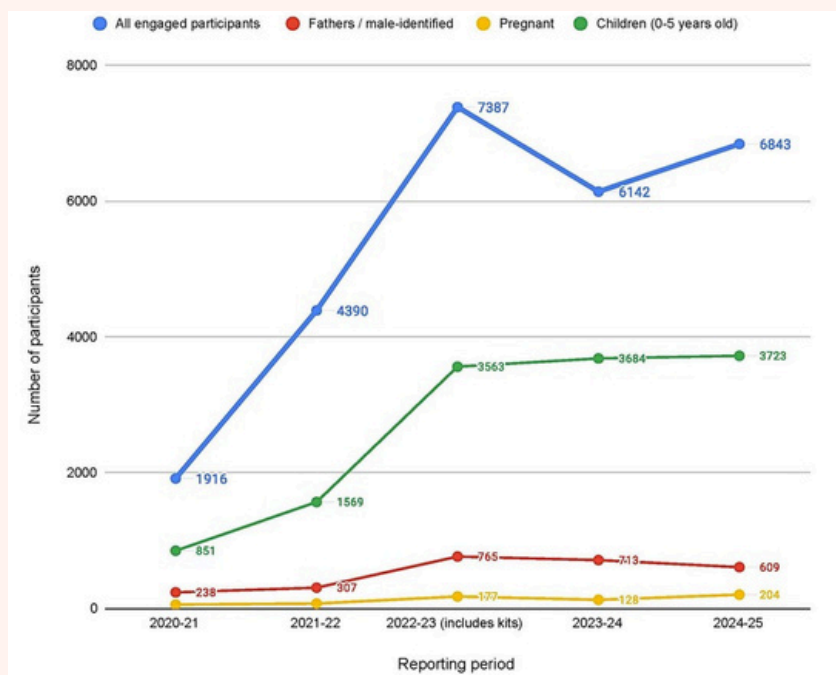


Figure 1: HEY Participation of Different Groups Over Time

It is worth noting that while the 2022–2023 project cycle reported a higher number of participants (7,387), that figure included both engaged participants and individuals who only received materials, without distinguishing between the two.



6. Senior Wellness Initiative (SWI)

With the financial support of:

**Secrétariat aux relations
avec les Québécois
d'expression anglaise**

Québec



In 2024–2025, the Senior Wellness Initiative (SWI) continued to make a significant impact across Quebec. We increased to **33** organizations offering **4,315** health education and health promotion and **20,417** outreach engagements to over **7,200** English-speaking seniors activities across **120** sites. These community-led efforts prioritized culturally and linguistically adapted health education and promotion programs focused on reducing social isolation, enhancing autonomy, and improving overall well-being. With **79,601** total participations and the dedicated support of 590 volunteers, the initiative demonstrated strong reach and relevance. SWI activities spanned health education, physical activities, cognitive stimulation, creative expression, and emotional wellness, while outreach included home visits, referral services, and digital literacy support, addressing barriers for isolated and underserved seniors.

Provincial coordination also strengthened through **seven** Community of Practice sessions (including one in-person retreat), was a growing Knowledge Hub, and new collaborative partnerships with healthcare institutions, municipalities, and academic organizations. More than **75** resources and tools were developed and shared to support programming, evaluation, and organizational sustainability. Notable challenges included engaging male and younger seniors, navigating winter participation lulls, and securing adequate space and transportation in rural regions. However, promising practices—such as student-led workshops, inclusive risk management strategies, Bientraitance and volunteer-driven outreach—highlight the program's innovation and adaptability. Moving forward, the SWI will build on its successes to continue to foster optimal aging for English-speaking seniors throughout Quebec.



Senior Wellness Initiative Event 2024



SENIOR WELLNESS CENTRE INITIATIVE ACTIVITY REPORT (2024-2025)



Population of English-speaking seniors 55+

353,085



28.2%

of total English-speaking population

The Senior Wellness Initiative (SWI) is a provincial program that consists of community-run health education and health promotion activities that aim to maintain and improve the health and well-being of English-speaking seniors, increase access to knowledge of health and social services, and decrease social isolation through purposeful and informed programming.

- ✓ 4,315 prevention and 20,417 outreach activities
- ✓ 7,208 senior participants
- ✓ 7 Community of Practice sessions
- ✓ 79,601 participations in prevention and outreach
- ✓ 590 volunteers
- ✓ 75+ resources & tools shared with SWCs
- ✓ Provincial and regional collaborations

120
funded sites*

*75 existing sites maintained and 50 new sites financed over 3 years (45 in year 1 and 5 in year 2)

16
regions served

96%
sites up and running



Impact:

- Provincial coordination
- Increased capacity of SWI's
- Enhance health related attitudes, knowledge & skills
- Increase access to information & services in English
- Reduced social isolation
- Increased autonomy & well-being
- Improved health outcomes



With the financial support of Secrétariat aux relations avec les Québécois d'expression anglaise.

Infographics extracted from Senior Wellness Initiative Activity Report 2024-2025

7. Soutien à la mission globale (SMG)

With the financial support of:

**Secrétariat aux relations
avec les Québécois
d'expression anglaise**

Québec



This year marked the successful completion of the second and final year of our two-year support and representation initiative in the health and social services sector.

Key Milestones

- **Mapping Application Launch**

On April 25th, we unveiled our new Mapping Application at an exclusive event at the PHI Centre in Old Montreal. With **over 100** guests in attendance, the launch marked a major step forward in data accessibility. The tool is now used by **more than 200** organizations and provides a multilayered view of demographics and services across Montreal, Laval, Montérégie, and the broader province.

- **CHSSN Satellite Office Launch**

On May 1st, we celebrated the opening of our new satellite office in Montreal with an open house event attended by partners and colleagues.



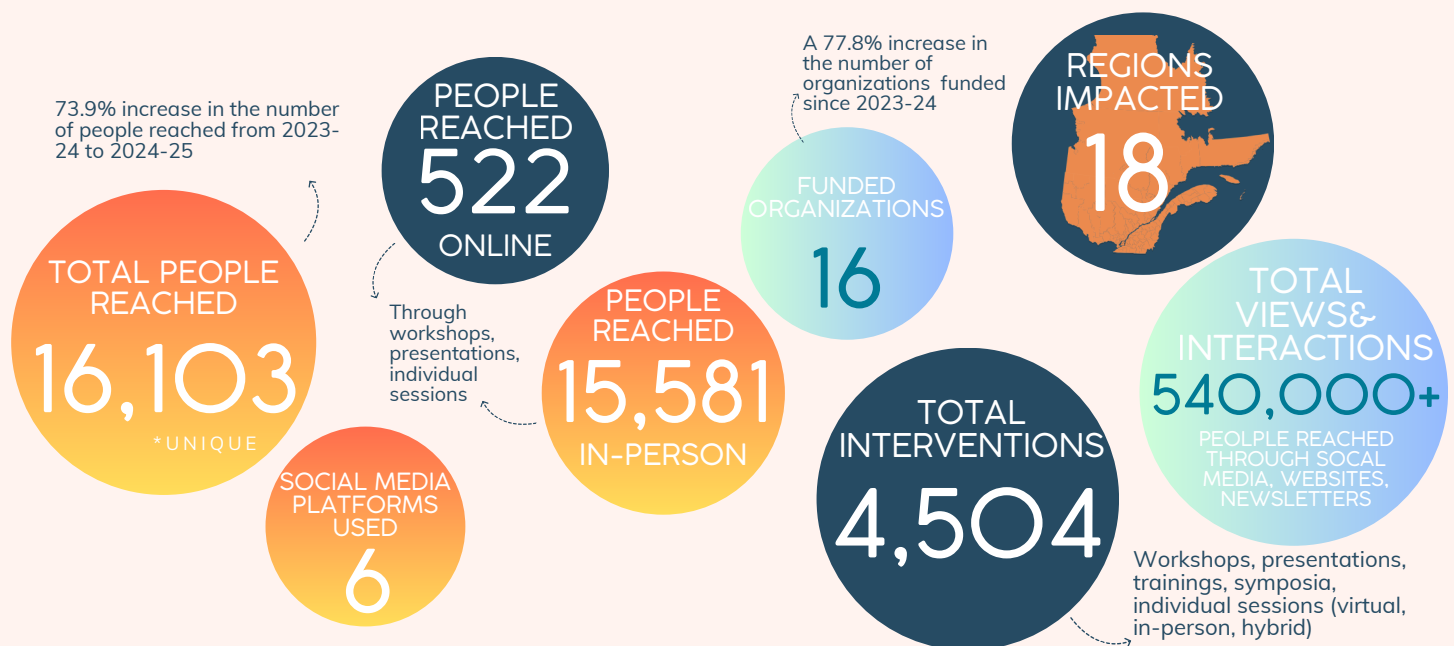
8. Mental Health Programs



8a. Partenariat d'assistance aux organismes en santé mentale (PAOSM)

The PAOSM initiative grew from 9 to 16 funded organizations, collectively reaching nearly **16,000 individuals** through diverse communication channels. Those with provincial service coverage reached the largest audiences, while **in-person outreach**—at schools, workplaces, and community events—accounted for about **10%** of total engagement.

All 16 organizations launched initiatives to strengthen their capacity to serve English-speaking communities, focusing on skill-building for staff, volunteers, and interns. With ongoing support from CHSSN, each group also formed **at least one new partnership**, expanding their reach and impact across the province.



8b. Youth Mental Health Initiative (YMHI)

The Youth Mental Health Initiative (YMHI) supported **29** community organizations across the province to strengthen access to mental health services and resources for English-speaking Quebecers aged 15 to 29. Five community organizations were new to YMHI in 2024-2025.

Highlights

- **10,728** youth took part in **1206** mental-health related activities and events during 2024-2025.
- **148** mental health professionals took part in activities provided by the community organizations, demonstrating YMHI's connections with local service providers and enhancing the credibility of awareness efforts.
- CHSSN continues to host programming to support networking and capacity building among the community organizations, including online Community of practice sessions and a Facebook group.
- CHSSN began a systems mapping to better understand the organizations at various levels and sectors working to strengthen youth mental health in Quebec.

“For the territory that we cover and the accessibility, we see that there is still work in the promotion of the needs of the English-speaking community on the Côte-Nord. We still have some partnerships to build in our 5 different MRCs as well as awareness to raise on the realities of youth living in remote areas on the North Shore.”

Quote from anonymous survey respondent

“It has been interesting to step into the role of providing services that are not offered otherwise due to the language.”

Quote from anonymous survey respondent

“Our partnership with the CISSS has continued to strengthen, with an increased willingness to collaborate in enhancing accessibility to health and social services for the English-speaking community. Within the YMHI, this has been reflected in joint initiatives such as hosting kiosks together in English high schools and providing feedback on translated tools designed for public use. As the years progress, our collaboration with CISSS continues to grow, reinforcing our shared commitment to improving services for the English-speaking community.”

Quote from anonymous survey respondent

YMHI Continuity

A great success for CHSSN has been securing a 5-year commitment from the Lucie and Andre Chagnon Foundation (for YMHI as well as BB and HEY) and a 1-year commitment of funding from the Secrétariat à la jeunesse. This financial contribution provides continuity for the programming developed and implemented by community organizations in collaboration with local youth and mental health service providers. The funding also contributes to CHSSN's ability to map the actors working in the youth mental health ecosystem and start to address some of the needs of that ecosystem for greater impact across Quebec.

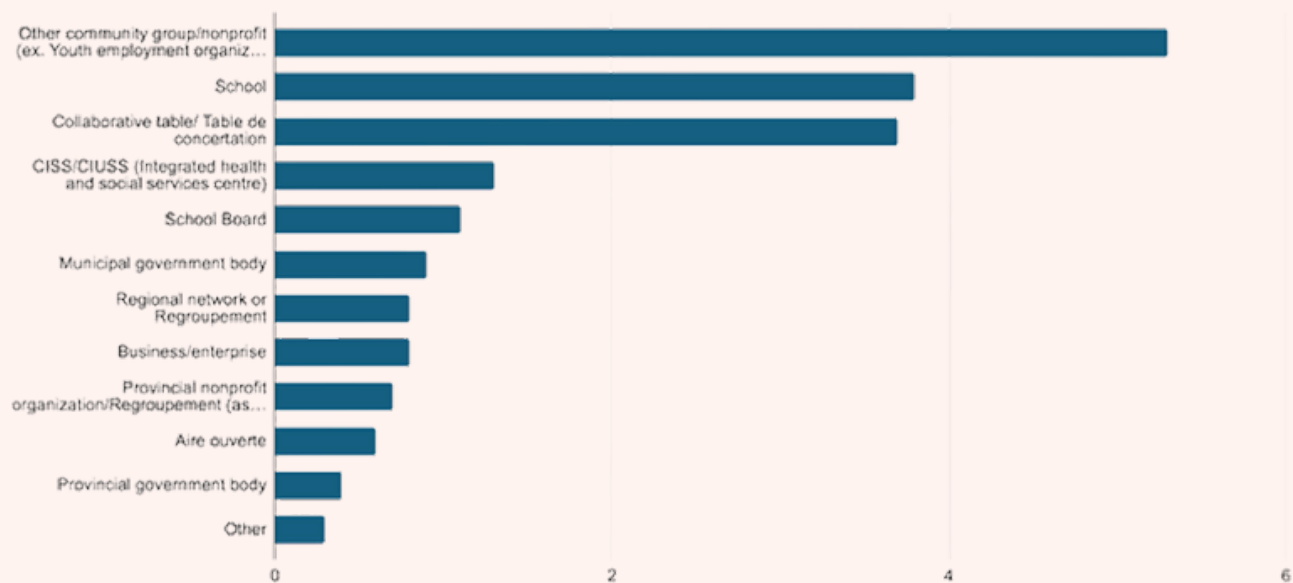
Partnerships are key to YMHI success: Survey results

In February 2025, a questionnaire was conducted with the community organizations involved in YMHI to better understand their partnerships with other agencies and institutions. **24** organizations responded.

Highlights of results:

- **748** partnerships identified across participating community organizations
- Local-level organizations were most likely to partner with other community groups, Collaborative tables/ Tables de concertation, and CISSS/CIUSSS (Integrated health and social services centre), in that order.

Average number of partnerships



Local-level YMHI member organizations: Average number of partnerships by type of partner

KEY LEARNINGS REGARDING PARTNER ENGAGEMENT:

- Building relationships takes time
- It is important to recognize each partner's priorities, limitations, and resources
- Use existing relationships to make new connections
- Generosity: offer help, bring value, and show commitment
- Encourage co-creation rather than top-down collaboration

THE TOP 5 OUTCOMES ACHIEVED THROUGH PARTNERSHIP:

1. Reach youth
2. Reach more diverse youth than we could reach on our own
3. Meaningfully engage youth in programs/activities/governance
4. Exchange knowledge and skills between organizations
5. Complement/fill gaps in services

8c. Mental Health Forum #RESILIENCE

For the third year in a row, the Community Health and Social Services Network (CHSSN) has provided this unique gathering opportunity for attendees to engage with leaders and peers from across the mental health sector. 91 Networking and Partnership Initiative (NPI) coordinators, Partenariat d'assistance aux organismes en santé mentale (PAOSM) project leads and/or their Executive Directors, and others from the larger Mental Health care community attended this year's forum where key themes around resilience, shared strategies, and gaps in services at the national, provincial, and local levels were explored.

On the first day of the event, a dynamic panel of experts delved into the state of mental health on global, national, and local levels. This was followed by a 5 à 7 with 18 kiosks showcasing various mental health organizations and services. The day concluded with a highly appreciated networking evening where participants could continue their discussions and start to develop relationships.

The second day kicked off with an inspiring keynote by Benoit Chalifoux, a renowned speaker on resilience, setting the tone for further thought-provoking discussions. Attendees were then encouraged to leverage their collective expertise, deepen conversations, strengthen collaborations, and exchange valuable insights. They also had the opportunity to network with organizations from across the province of Quebec, fostering connections and uncovering potential partnerships with mental health service providers.



Mental Health Forum #RESILIENCE February 4-5, 2025

9. Patient Navigator

Supporting Vulnerable English-Speaking Patients Across Quebec

In 2024–2025, the CHSSN Patient Navigator program provided vital in-person support to **233 English-speaking patients**, primarily from Eastern Quebec, who traveled to Quebec City for specialized medical care unavailable in their home regions. With **86% of users identifying as unilingual English speakers** and **73% aged 50+**, the service addressed critical informational, emotional, and logistical challenges—often involving dozens of contacts per client.

From coordinating travel and lodging to guiding patients through hospital systems, the Navigator ensured that vulnerable individuals—many arriving after long, complex journeys from places like the **Lower North Shore, Gaspé, and Magdalen Islands**—received compassionate, personalized care. Over its seven-year history, the program has supported nearly **600 individuals** and facilitated close to **1,400 interventions**.

2024–2025 marked one of the program's busiest years, with growing demand and increased visibility. Media coverage, Senate testimony, and a new CHSSN website page helped raise awareness of the program's impact. A steady **5% of clients now come from Quebec City itself**, referred through Jeffery Hale Community Services.

The program is funded by the **Jeffery Hale Foundation**, the **Good Samaritan Fund of the United Church Foundation**, the **Quebec Community Health and Social Services Foundation**, and the **CIUSSS de la Capitale-Nationale**.

A major milestone was reached this year with the **announcement of a five-year funding envelope** from the provincial government's **SQREA** (Secrétariat aux relations avec les Québécois d'expression anglaise). This funding is intended to **promote the use of Patient Navigators across Quebec**, laying the groundwork for future expansion into other regions.

Learn more: www.travel4health.ca

Client Testimonies

*"It's hard to understand when you don't understand French ...
It's really tough if Steve wasn't around"*

- Elvis Lavallee, Lower North Shore

"Just about all of Grosse-Île knows Steve. What a blessing that man is. You don't know how much stress it takes off your shoulders knowing Steve is waiting at the airport when you get to Quebec City."

-Muriel Clarke, Magdalen Islands

10. CHSSN Team



Jennifer Johnson
Executive Director



Amy Bilodeau
Program Manager
for Youth Mental Health



Erica Botner
Program Manager
for Seniors



James Carter
Senior Program & Policy
Advisor



Anne-Marie Cech
Program Manager for Early
Childhood, Youth and Families



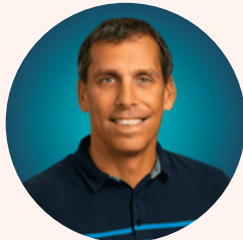
Jennifer Cooke
Regional Development
Officer – Greater Montreal



Steve Guimond
Program Coordinator



Flora Janos
Administrative Assistant



Russell Kueber
Director of Programs



Claude Levesque
Project Admin. Assistant
for Children, Youth and
Families



Céline Lebigot
Executive Assistant



Julie Lemieux
Director of Finance



Sara Lakhrissi
Program Coordinator



Danica Logan
Program Coordinator



Megan Yang
Project Admin. Assistant
for Seniors



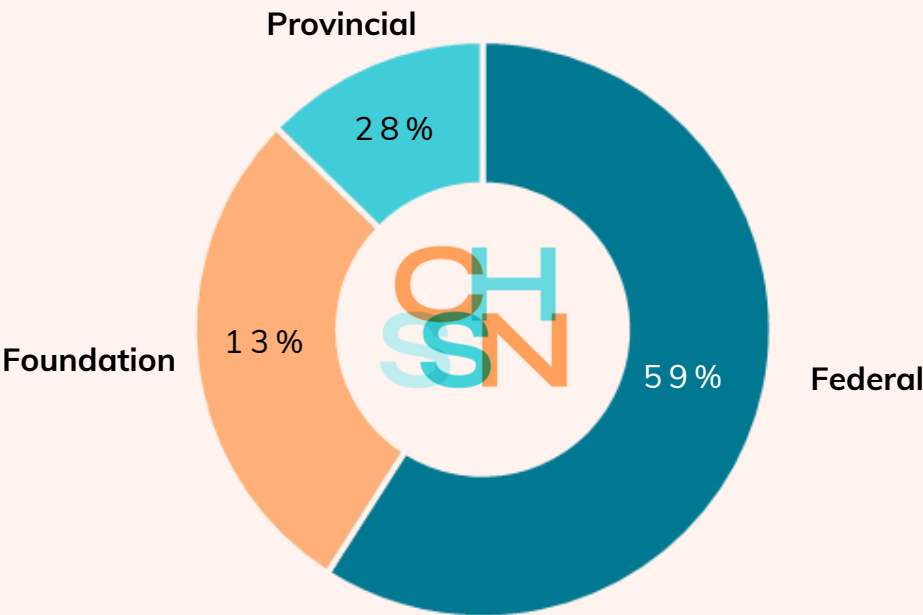
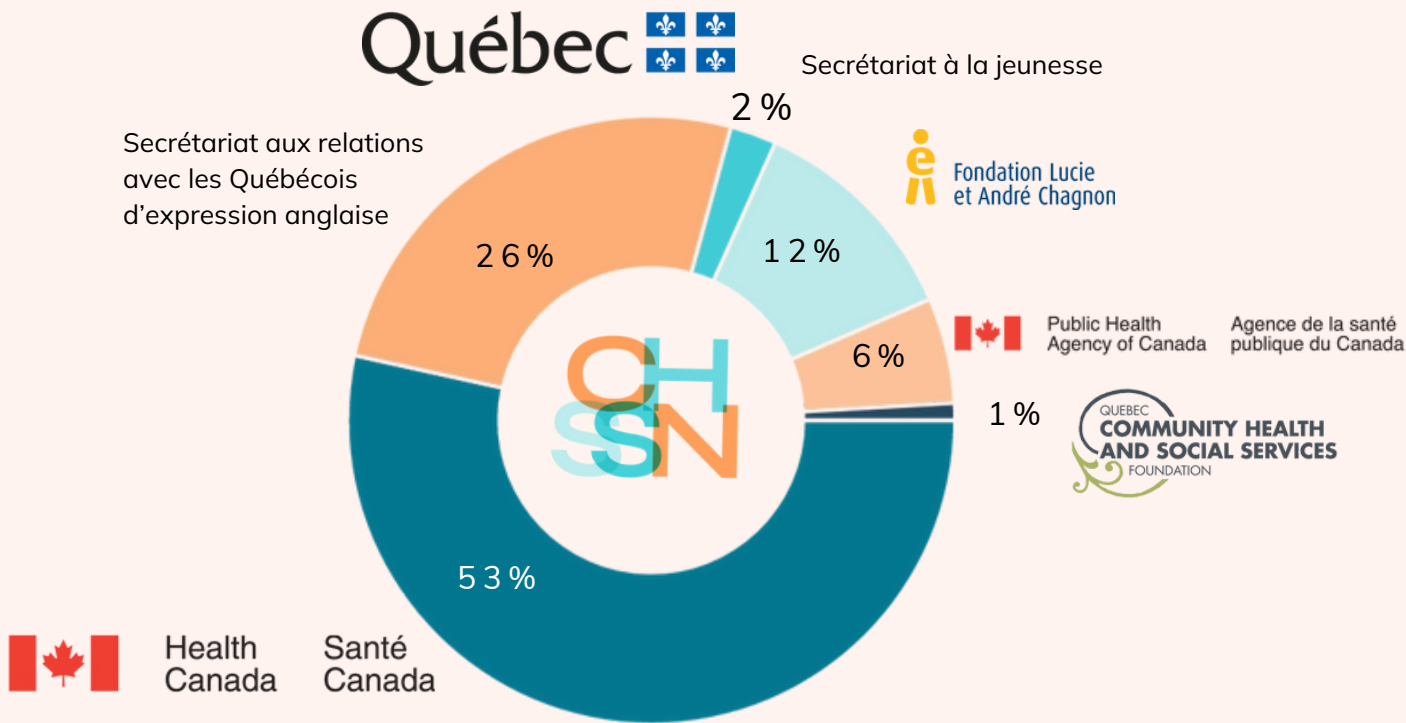
Noura Diaby
Accounting Clerk



CHSSN Team 2024-2025



11. CHSSN Funding Partners





COMMUNITY HEALTH &
SOCIAL SERVICES NETWORK

RÉSEAU COMMUNAUTAIRE DE
SANTÉ ET DE SERVICES SOCIAUX

CHSSN Annual Report 2024-2025

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