



Addiction & Mental Health Services | Kingston Frontenac Lennox & Addington  
WELLNESS ACCEPTANCE BELONGING

# ANNUAL REPORT

2020-2021



MESSAGE FROM  
OUR BOARD CHAIR

Hear from Board Chair and  
Executive Directors

FINANCIAL &  
STATISTICAL INFO

Review our audited financial  
statements and summaries

PROGRAMS,  
PROJECTS + MORE

Learn more about our  
achievements and initiatives



# A MESSAGE FROM OUR BOARD CHAIR

AMHS-KFLA has experienced significant change in recent years and has now emerged after this time of transformation as a robust and vibrant organization, well positioned to deliver on its vision, mission, and values.

This could not have been achieved without the contributions and work of past agency Supervisors, Karen Berti (2018-2020) and Bruce Swan (2020-2021) who worked tirelessly to lead the organization through these changes, establishing the structure to support the agency in its transition and into the future.

Two key elements of that structure include:

- The AMHS-KFLA Board of Directors was built using a collaborative governance model, which sought membership with cross-sector representation of our partner organizations, the AMHS-KFLA Client & Family Advisory Council, and the public.
- An innovative Joint Executive Leadership model was implemented, consisting of the Executive Director Client Services - Carol Ravnaas and Executive Director Operations - Betty Jo Dean. The Joint Executive Leadership have equal responsibility to lead the organization moving forward and reports jointly to the Board of Directors.

The transformation of the past few years also could not have been done without the commitment and resilience of the staff and leadership team who stayed true to the mission and vision of the organization and maintained a service delivery focus on clients and the needs of the community.

I am honoured to chair and work with this dynamic Board of Directors and Joint Executive Leadership who have brought with them a wealth of experiences and unique perspectives to support the agency in its work to provide responsive, high-quality, community-based addiction and mental health services.

AMHS-KFLA staff and leadership, along with our many regional care partners, are working together to build an integrated system of addictions and mental health care across KFLA with the inception of the Frontenac, Lennox and Addington Ontario Health Team (FLA-OHT).

As we have done with initiatives like the COVID Self-Isolation program, we will continue to work to innovate care in our community as a team, alongside our community partners to build a community where everyone has wellness, acceptance, and a sense of belonging.

We are thankful for the contributions of the agency staff and leadership team, our regional partners, our funders and donors, and look ahead with much optimism at what we will achieve together.

**Scott Semple**

Chair, AMHS-KFLA Board of Directors



# A MESSAGE FROM OUR JOINT EXECUTIVE LEADERSHIP TEAM

It has been an extraordinary year for us all, including everyone here at AMHS-KFLA. Our team has experienced so much, and we are so proud of our staff - their ongoing dedication to client care and all that we have achieved together.

As an organization, we have continued to advance our strategic goals while balancing the changes and challenges of the COVID-19 pandemic. In-person services continued in many of our programs because this is what our clients needed. We changed to delivering some services virtually because it was possible and preferred by other clients. And we have responded to the increased need for service that we have seen in our community.

Over this past year, we have built an Operations Team from the ground up - and mostly from home. The agency now has recruited a fantastic team that provides finance, human resources, information technology, data management, and other administrative support to the agency. Together, we have continued to further reduce debt obligations of the organization and establish the operational structures needed to support our client services team in delivering quality care.

A Client & Family Advisory Council (CFAC) has been reestablished at the agency, bringing the voice of our clients to our planning and the important perspectives of caregivers and other loved ones at this table. We are so grateful for the contributions of our CFAC volunteers, and the valuable input that they provide.

Our team has responded to community needs around the pandemic and answered the call for support. AMHS-KFLA took the lead in creating a safe and supported self-isolation program to help those most vulnerable to isolate. We have grown our mobile crisis response program, increased our outreach efforts, and established collaborative teams who work to meet those in need where they are at, building connections to partners and linking individuals to services.

The collaborations we have established and the relationships we have strengthened with our many partners in the region have been incredible and have offered many unique opportunities to innovate and provide care throughout this challenging year. We look forward to building on these partnerships as together, we strive to respond in an integrated way to the community we serve.

These accomplishments of course would not be possible without support from our funders, including Ontario Health, United Way of KFLA and many additional partners. These supports have been key over this past year to allow us to respond to the needs of our region.

In addition to our staff, partners, our client community, and our funders, we are very grateful for the commitment and engagement of the AMHS-KFLA Board of Directors in our work. Their leadership and contributions have been invaluable to our work this year.

While it is important to celebrate the accomplishments of the past year, it is equally as important to look at what lies ahead. We continue to move forward with our strategic goals at the agency level, and more broadly, building a connected system of care in our region with our partners on the Frontenac, Lennox and Addington Ontario Health Team (FLA-OHT).

Our focus is, and always remains, on our clients - ensuring they receive responsive, high-quality, community-based services that supports them in their wellness journey and in achieving their full potential.



**Betty Jo Dean**  
Executive Director, Operations



**Carol Ravnaas**  
Executive Director, Client Services

# OUR VISION, MISSION & VALUES

## VISION

A community where people have wellness, acceptance, and a sense of belonging.

## MISSION

As a leading, transformative and collaborative organization, AMHS-KFLA's mission is to provide responsive, high-quality, community-based addiction and mental health services that empower the people it serves to be well and achieve their full potential.

### Our values in the community:

Compassion



Innovation



Excellence



Accountability



## AMHS-KFLA STRATEGIC PLAN

Our Strategic Plan sets out 3 Strategic Directions for the agency:

### LEAD AND SUPPORT SYSTEM CHANGE

Embrace and create collaborations that lead to better outcomes for individuals and community

Be generous with all resources

Ensure alignment with best practices, funder goals, and society trends

### CREATE THE IDEAL INDIVIDUAL EXPERIENCE

People drive their services and determine their own recovery

Service should be seamless in all stages of the recovery journey

Services should be accessible, timely, and responsive

### TO BE A TRANSFORMATIONAL ORGANIZATION THAT PROUDLY CONTRIBUTES TO A RESPONSIVE ADDICTION AND MENTAL HEALTH SUPPORT SYSTEM

A caring, confident, and innovative workforce

Create new sources of revenue to address service gaps and ensure service sustainability

Passionate and articulate advocates.



# 2020-2021 BOARD OF DIRECTORS

**board chair**  
Scott Semple

**vice-chair**  
Jennifer Foster

**treasurer**  
Dr. David Messenger

**secretary**  
Emily Leslie

**members-at-large**

Brian Devlin

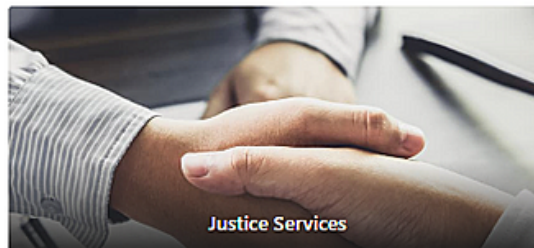
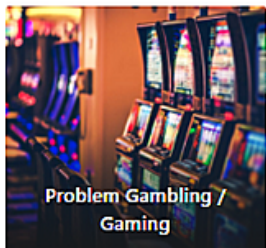
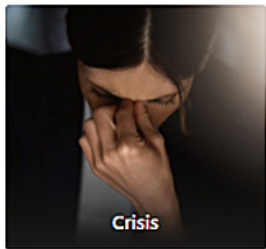
Pytor Hodgson

Marie-Line Jobin

Isabel Cecile Kerr

Dr. Kim Morrison

## OUR SERVICES & STAFF TEAM

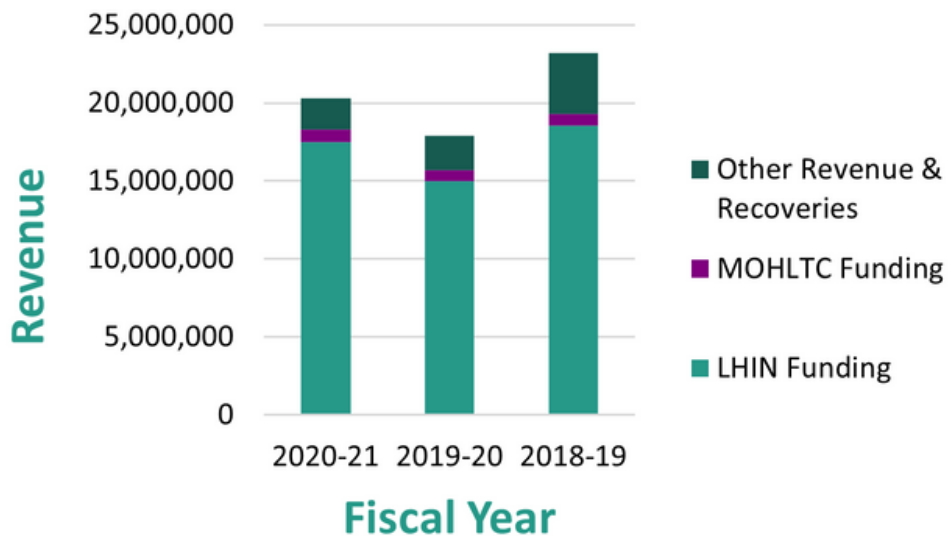


Highly skilled  
staff members  
who make it all  
happen

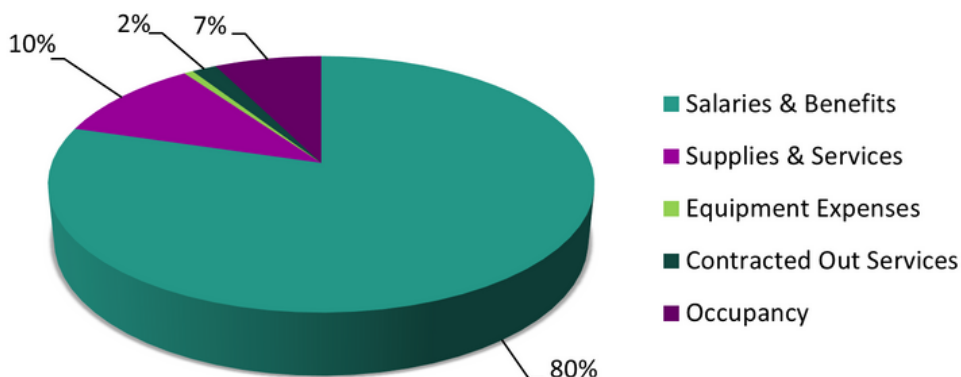
# FINANCIAL REVIEW

## A LOOK AT OUR FINANCIAL HEALTH & WELLNESS

### Revenue Comparison



### 2020-2021 Expenses



**\$1.5  
Million**

COVID-19  
Pandemic Funding



Modest surplus  
on Operations

**\$2  
Million**

Further Reduction  
in Agency Debt

**Visit our website or  
click here to view  
AMHS-KFLA Audited  
Financial  
Statements**

2020-2021

# by the numbers



Calls to our  
Crisis Lines



Individuals who  
accessed services



People provided with  
housing supports



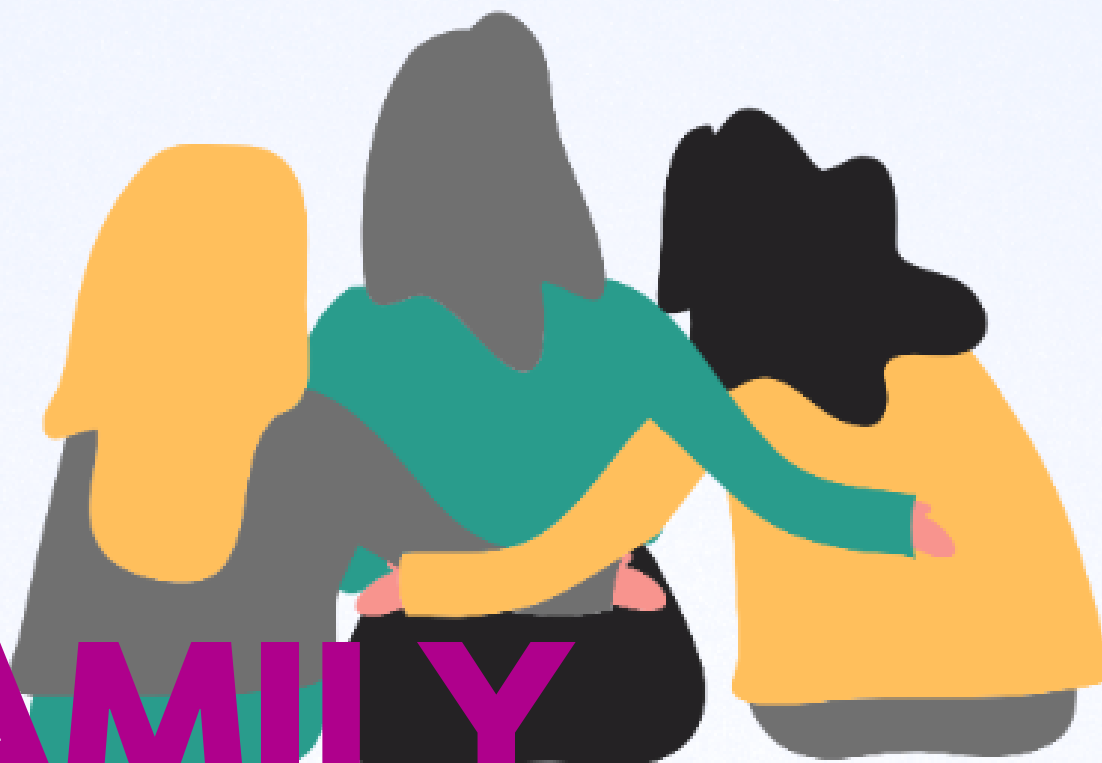
More contacts with our  
Crisis Team this year



Increase in clinical  
contacts with clients



Increase in partner  
referrals over last year



# THE FAMILY RESOURCE CENTRE

The Family Resource Centre (FRC) has long been a source of information and educational materials for family members, professionals, and the public in our community, as well as a source of regularly scheduled support groups and information sessions offered to individuals and families as a volunteer-led initiative.

This year, the FRC, with funding support from United Way of KFL&A, was able to expand to providing clinical support to clients in our region, through the creation of a new Family Support Worker (FSW) staff position.

The FSW is a member of the AMHS-KFLA client services team and provides resources and one-on-one supportive counselling as well as assistance with system navigation and also offers groups to those who are supporting someone else with addiction and/or mental health concerns.

The FRC is located in the AMHS-KFLA office at 552 Princess Street in Kingston. All services are confidential and free. To connect to FRC Services or for more information, please call 613.544.1213 (toll-free: 1.866.616.6005) or email [frc@amhs-kfla.ca](mailto:frc@amhs-kfla.ca).





# Expanding Crisis & Outreach Support

Many individuals have been impacted by the closures and reduced access to community services and sites that provided support, a place to warm up, or a meal to those in need in our community.

With support from Ontario Health and a grant from TD, our team was able to enhance our mobile crisis outreach support with the addition of a new van as well as increased staffing to support extended hours of our outreach program.

Our new van is stocked with food and medical supplies, clothing and other essential items for our outreach team to provide to those we encounter in the community, aiming to reduce police contacts and hospitalizations.

Together, agency Crisis Workers and Outreach Nurses travel our streets, meeting people where they are at to build connections and offer support.

We visit locations such as the Integrated Care Hub, local housing encampments, and other areas where we aim to connect with individuals needing mental health or addiction services, nursing support and/or COVID-19 testing.

To date, we have seen much success in connecting individuals to agency and community services.

We are so grateful for the support that allowed us to add this valuable resource to our community.

# CLIENT & FAMILY Advisory Council

In 2020, AMHS-KFLA launched a new advisory committee known as the Client and Family Advisory Council (CFAC). This group includes clients of agency programs as well as family members and caregivers of clients in order to benefit from and include invaluable perspectives to support the enhancement of client services and program delivery.

The inaugural CFAC meeting took place virtually in September 2020. Later that fall, two Co-Chairs were elected as well as a Secretary for the council, and one of the Co-Chairs served as a board member. This position on the board was established to ensure the important perspective of lived experience informs the governance function of the Agency. The initial meetings also focused on learning about AMHS-KFLA services and programs and approach to care.

CFAC Members have been working incredibly hard this year, and have invested over 100 volunteer hours to the work of the Council.

Some key areas of focus were providing input to the agency's discharge process; CFAC collaborated with agency Quality Improvement staff and the Discharge Planning Group on ways to improve the process. CFAC also discussed issues with the provision of virtual services and barriers to access, researching solutions to improve the experience.

In the coming year, CFAC will focus on recruitment and anticipates working on a variety of topics, directly engaging with clients and family members and soliciting their feedback.

To learn more or to get involved with CFAC, please visit <https://www.amhs-kfla.ca/get-involved/volunteering/>

## *Our Members* Thank you for your time and contributions!!

### Members 2020-2021

Isabel Kerr  
Brenda Fuss  
Jennifer Risto  
James Hatcher  
Randy Mitchell  
Meghan Costello  
Tao Minnick  
Jess T

### Members 2021-2022

Isabel Kerr (until Aug. 2021)  
Brenda Fuss  
Jennifer Risto  
James Hatcher  
Randy Mitchell  
Lucy Morrow  
Meghan Costello  
Michaela Murphy  
Jess T



*"The discharge planning group received an enlightening and rich conversation from the consultation with CFAC.*

*These opinions lead to the identification of two unique end users of the discharge plan (client vs service providers), this will greatly shape the way the planning group will revise our project. CFAC provided recommendations for changes to language, ensuring a person-centred and strength-based focus.*

*The committee also provided some strong analysis of the inclusion of topics like medication and diagnosis within the plan. Lastly the council emphasized the process and approach to discharge offering perspective to the feelings attached to this phase of our services.*

*As a result, the planning group will ensure adequate staff training on when and how to approach discharge with our clients. The planning group will work to ensure the new discharge approach and plan will emphasis client goals and readiness with the discussion of termination happening early and often.*

*CFAC will continue to be consulted on the revised plan and updates to our project. CFAC's contribution to the project has been impactful."*

**- Victoria Wilson,  
AMHS-KFLA Discharge  
Planning Group Member**





## Safe & Supported Self-Isolation

In acknowledgement of the strength of the AMHS-KFLA care team, and in recognition of the diligence the Agency took implementing responsive and appropriate COVID-19 precautionary measures, the City of Kingston invited the Agency to take the lead in opening and operating the Kingston Self-Isolation Centre (KSIC) to support individuals experiencing homelessness.

The Centre opened after a whirlwind week of planning, and its success was a direct result of the dedication and generosity of many community partners, including Kingston Health Sciences Centre, KFL&A Public Health, Street Health-KCHC, Kingston Fire & Rescue Services, Kingston Police, United Way KFLA, Providence Care, PELASS, and Frontenac Paramedics.

Individuals from across KFL&A accessing the program were offered interdisciplinary support, with on-site mental health and addiction supports as well as nursing care,

access to physicians, and community partner staff and services.

The format of the program evolved to respond to the needs in the community. Our team and partners hosted two different physical sites, with program delivery eventually shifting to a community based model in Fall 2020, with support from a local motel.

During the 2020-2021 fiscal year, there were 175 stays in the program. Most individuals who participated in this program were connected to agency or community services to support their health and wellness.

The program continues to operate today to support the isolation needs of the region, with support of our outreach team and many partners.

It has been our team's privilege to step up and support the KFL&A community.



# Thank you: Pulling Together While Staying Apart

While we have been kept apart, from each other, from our family, and our friends throughout the pandemic, as a community we have come together in so many incredible ways over this past year.

We have received donations of masks, PPE, hand sanitizer, food, clothing, furniture and many other items from community members, grassroots organizations and local businesses.

Our own staff members have even spent time sewing cloth masks to make sure these were available to our team and clients in the early days of the pandemic.

We have received additional funding to support new and expanded programs to meet the needs in our community.

We have been able to distribute devices such as cellphones and tablets to our clients, with funding support from United Way, donated devices from the community as well as recycled staff devices to ensure our clients can stay connected to their support networks.

We have received donations and words of support from organizations and individuals near and far.

As a team, we have supported each other and ensured that client care remained our top priority.

While this year has posed many challenges, it has offered so many opportunities to be grateful for the support we have in our community. Thank you.





Addiction & Mental Health Services | Kingston Frontenac Lennox & Addington  
WELLNESS ACCEPTANCE BELONGING

[www.AMHS-KFLA.ca](http://www.AMHS-KFLA.ca)

**For general information on programs  
& services:**

Kingston Area: 613-544-1356  
Napanee & Area: 613-354-7521  
[info@amhs-kfla.ca](mailto:info@amhs-kfla.ca)

**For media and community  
engagement opportunities please  
contact:**

p. 613-544-9210  
[communications@amhs-kfla.ca](mailto:communications@amhs-kfla.ca)

**Walk In Services:**

**Napanee**

70 Dundas Street East  
Napanee ON K7R 1H9  
p. 613-354-7521  
f. 613-354-7524

**Kingston**

552 Princess Street  
Kingston ON K7L 1C7  
p. 613-544-1356  
f. 613-544-2346



**Ontario  
Health**



**United Way**  
Kingston, Frontenac,  
Lennox and Addington

