



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

# ANNUAL REPORT

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

As we close out another fiscal year at AMHS-KFLA, I continue to be honoured to chair and work with such an incredible organization and Board of Directors. The experience and expertise of the Board has been an invaluable asset to me as chair, and to the organization as we have navigated this past year. The innovative AMHS-KFLA Joint Executive Leadership team, alongside the Board, continues to further opportunities for integration and partnership.

The collaborative governance model this Board represents has been fundamental in supporting the exploration of new opportunities to strengthen our relationships and find new ways to collaborate with our community partners.

Frontline staff at health care and community service organizations collaborate every day, working together to coordinate care and to make sure clients are supported, to achieve the best outcomes. We believe that this approach to collaboration all levels will also support the best outcomes for the communities we serve.

This year, we have introduced Board to Board meetings. These meetings have created opportunities for important conversations on vital issues that affect us all at the Board level, shared organizational pressure points, opportunities for alignment, and united problem solving, which will benefit us all.

We thank Kingston Community Health Centre, Providence Care and Kingston Health Sciences Centre for joining us in this new endeavor, and we welcome future opportunities to connect with more of our partners in the years to come.

The Frontenac, Lennox and Addington Ontario Health Team (FLA-OHT) also continues to take shape, and we are pleased to be a contributing member to this significant redesign of our local healthcare system alongside so many other healthcare providers.

As always, we are grateful for the contributions of the staff and leadership team as well as our community partners, and the support of our funders and donors, who make the incredible work of this organization possible. We look forward to our continued work together.

**Scott Semple**

Chair, AMHS-KFLA Board of Directors



# A MESSAGE FROM OUR JOINT EXECUTIVE LEADERSHIP TEAM

It is hard to believe that another year has come and gone. Once again, we have had an exceptional year and we are incredibly proud of our team. We continue to navigate the many challenges in our sector seeing an increased demand for services, our team remains responsive and focused, as they always are, on supporting our community and delivering high quality care.

Our Board Chair, Scott Semple, speaks to our collaborative work at the Board level, which has been hugely impactful to our organization, and something we are eager to continue and grow.

Collaboration is at the root of everything we do. Our senior team has been established with a Joint Executive Leadership model, bringing together two leaders to support client and corporate services at the agency, with equal responsibility to lead the organization, reporting jointly to the Board of Directors.

We were pleased to be part of a research study, which is evaluating this model, with input from staff, Board members, partners, and community. The process of establishing this model is also part of a published research article, of which we were honoured to be a part of.

Partnership is our strength and is key to building our vision a community where everyone has wellness, acceptance, and a sense of belonging. Together, we can achieve this vision – with the help of our partners.

For people to be well, they need a place to call home, they need access to healthy food, they need to feel supported, and to be part of a community. We are working together with organizations to achieve a wholistic vision of wellness for our clients – and this means a number of things.

We have sought opportunities to co-locate our staff at partner locations, to co-design programming that we can deliver together, to share information and be open to new ideas and approaches. At a corporate level, we are also exploring the ways where we can benefit from partnership and collaboration.

Collaboration is not possible without people. We are incredibly thankful for the remarkable people we have:

- Our clients – who show us in so many ways that recovery is possible, and provide us with their input, feedback and perspectives which are invaluable to ongoing development of our programs and services.
- Our incredible staff team, students, and volunteers who support us every day are truly exceptional.
- Our Board of Directors team, an engaged and energetic group of individuals who provide us with much guidance and support.
- Our community partners, including those working with us to build a connected system of care as part of the local Ontario Health Team
- Our funders, including Ontario Health, United Way of KFLA and many additional partners and donors, provide the financial support to help us meet the needs in our community.

Without these people – nothing we have achieved this year would be possible – and we thank you all,

**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



## THE 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.

# 2021-2022 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

Dr. Kim Morrison

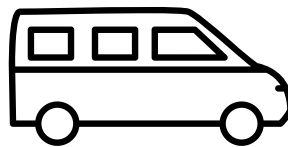
## OUR SERVICES & STAFF TEAM



Counselling & Treatment



Justice Services



Outreach



Housing Services



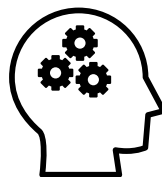
Crisis Services



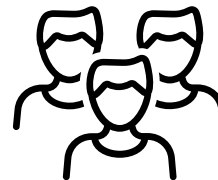
Rural Services



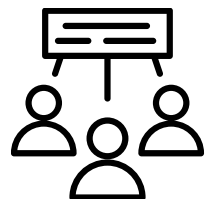
Addiction Services



Community Mental Health



Youth Services



Support Groups



Police Partnerships



Central Intake



Family Resource Centre

**236**

Highly skilled staff members  
who make it all possible

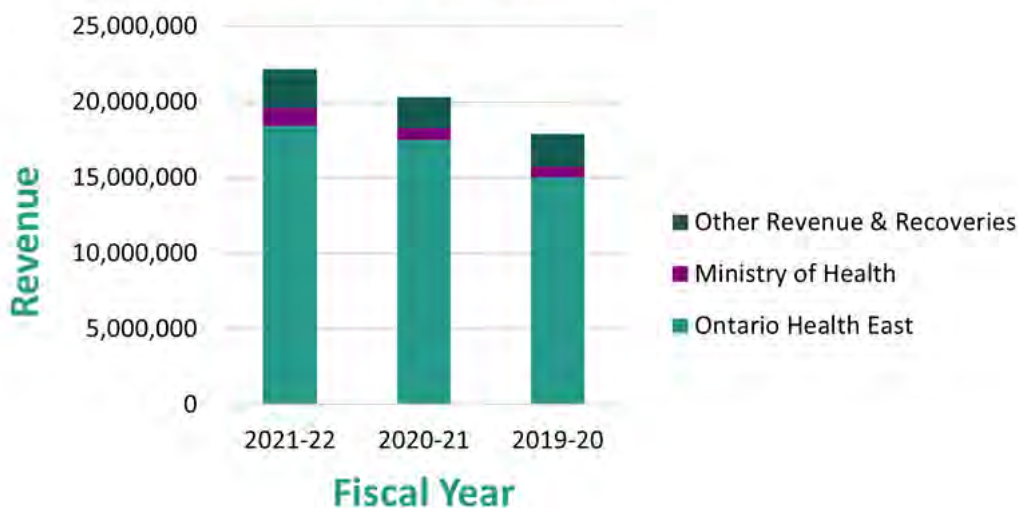
# FINANCIAL REVIEW

## A LOOK AT OUR FINANCIAL HEALTH & WELLNESS

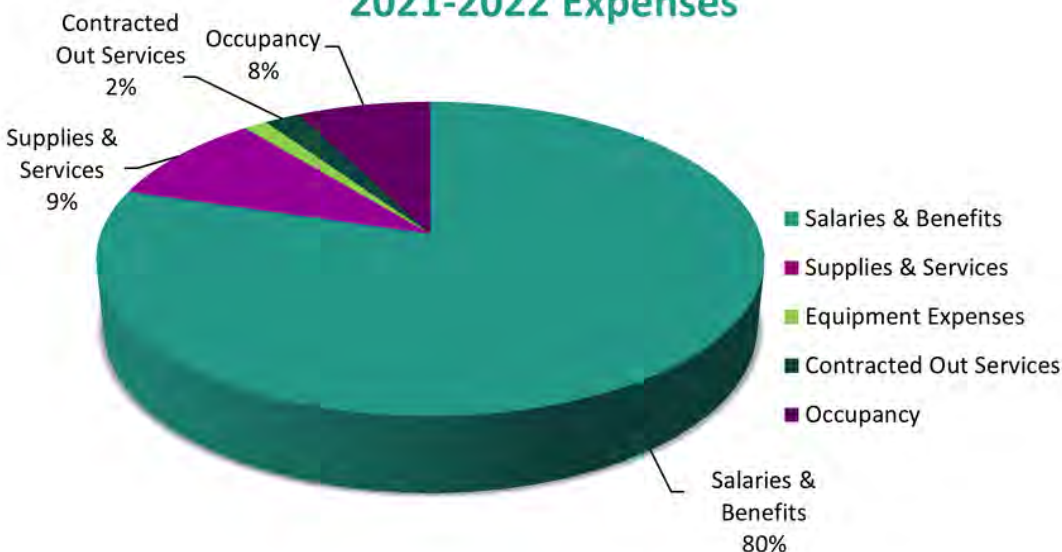
AMHS-KFLA ended the 2021-22 fiscal year with an 8% increase in revenue, and 6% increase in expenses compared to budget. With an increase in revenue greater than the increase in expenses, the agency ended the fiscal year with a small surplus.

Within the fiscal year, we collaborated with community partners to provide new and innovative ways of efficiently providing service. This demonstrates the common commitment to system integration, as well as cost savings that can be redirected into front line care.

### Revenue Comparison



### 2021-2022 Expenses



**82% of  
resources**  
provided direct  
program services



**8% increase in  
revenue**  
compared to budget

**\$313K  
surplus**  
retained by the agency

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



2021-2022

# by the numbers



Calls to our  
Crisis Lines



Individuals who  
accessed services



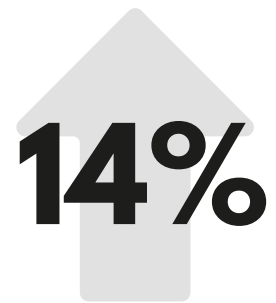
Units of Housing in  
12 properties



Increase in  
individuals accessing  
services over last year



Total Support Group  
sessions offered



Increase in  
referrals over last  
year

# CLIENT & FAMILY Advisory Council

2021-2022

In 2020, we launched our Client and Family Advisory Council (CFAC). This group includes clients of agency programs as well as family members and caregivers of clients who work together to ensure that feedback from clients and their loved ones help to inform service and program delivery.

This year, CFAC members worked to provide input on internal discharge planning and offered input to the development of agency-wide Wellness & Support Plans, along with a Discharge Summary Tool that were since implemented.

They continue to collaborate on this project with agency Quality Improvement Lead and follow up on their recommendations to determine the best approach to evaluate if clients are benefitting from these tools.

In addition to working on internal client discharge processes, CFAC members also offered consultation alongside agency leadership and partners at Kingston Health Sciences Centre around transitions to community-based mental health support for those who have been hospitalized.

A CFAC representative will sit directly on the working group and has provided valuable insights on making discharge a priority as soon as a client is admitted to the unit, and having patients more involved in the creation of discharge plans.

Along with the AMHS-KFLA Advanced Practice Lead, CFAC has also begun contributing to a health promotion strategy for the Breaking Free Online (BFO) substance use tool (as part of a provincial roll out). The program/app provides users with evidence-based strategies to deal with their substance use.

This will be one of their key areas of focus for the year ahead.



## CFAC Members 2021-2022

Brenda Fuss

Randy Mitchell

James Hatcher

Jennifer Risto

Lucy Morrow

Linda Hall

Tessa Hanmore

*Thank you for your  
time and  
contributions!!*

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



# Growing Community: Our Garden

Every meaningful project starts with a vision and imagination - both were in abundance when staff eyed an overgrown empty space adjacent to one of our residential homes.

With COVID-19 restrictions limiting in-person support groups and activities, members of our care team looked to find an outdoor space that could provide a safe place to gather and provide meaningful programming for our clients, and the space was already right next door.

The original vision was a small garden with a few benches, a quiet space to reflect, connect with nature and enjoy the outdoors. This vision has evolved, with the support of staff, placement students, community partners and our clients into something much more.



Plans for the garden include accessible pathways and garden spaces, a painted mural, vegetable gardens, and abundant fruit trees, alongside a dense urban forest with native plants, trees and gathering spaces.



With the generous support of a \$12,000 grant from the Community Foundation for Kingston & Area, support from Loving Spoonful, Little Forests Kingston, The Mess, agency clients, staff and the contributions of many community donors and volunteers, work is well underway to achieve the vision for the garden, of a welcoming urban greenspace, hosting social and recreational activities for clients.

Beyond the clear wellness benefits of an accessible outdoor space, fresh fruits, and vegetables, the garden will benefit the neighbourhood as a whole, by adding to the tree canopy, and rewilding a largely urban area.

The garden has created opportunities for community and relationship building, as well as opportunities to integrate clients and fight stigma.

Produce harvested in the garden is provided to agency clients and to community partners like Loving Spoonful and Family and Children's Services for distribution to community members.

We are grateful to all who have contributed in some way to us realizing our vision, and building a space that is welcoming and so beneficial to our community.



# COLLABORATION FOR SAFE & SUPPORTED SELF-ISOLATION

In the early days of the COVID-19 pandemic, we accepted the City of Kingston's invitation to take the lead in opening a Self-Isolation Centre to support individuals experiencing homelessness, who required a safe place to isolate while awaiting testing, or while recovering from COVID-19.

In such a challenging time for our health system and hospital resources, the Kingston Self-Isolation program was an effective Emergency Department diversion strategy that provided safe and appropriate supports for individuals that would not otherwise have access to a temporary space to self-isolate or be quarantined.

In addition to safe isolation, the program also offered timely access to mental health and addiction supports on-site, and seamless connection to agency and community services and programs.

The program, since it was established in 2020, evolved to align to the shifting needs in the community, and supported nearly 400 individuals in multiple formats.

Now, two years later, the program has wound down, we are incredibly proud of the success of this program and thank our staff and management for the excellent support and oversight.

Successful operation of the program was also a direct result of the dedication and generosity of many community partners that collaborated on this initiative.

We are thankful for the many contributions which made this program possible.

In addition to the leadership of the City of Kingston, key partners involved in supporting the Centre included: United Way of KFL&A, Kingston Health Science Centre, KFL&A Public Health, Street Health/Kingston Community Health Centres, Kingston Fire and Rescue Services, Home Base Housing, Trellis HIV and Community Care and the Integrated Care Hub, Kingston Police, Providence Care, Dr. Good, Dr. Poteau and Frontenac Paramedics, as well as the local businesses and donors that generously supported the program.



# FRONTENAC, LENNOX & ADDINGTON ONTARIO HEALTH TEAM

AMHS-KFLA is a proud contributing member to the work of the local Frontenac, Lennox & Addington Ontario Health Team (FLA OHT).

Ontario Health Teams (OHTs) are being built across the province to provide a new way of delivering more connected care and facilitating access for individuals and their caregivers.

The FLA OHT is committed to developing a team-based health-care system that prioritizes mental, physical, emotional, spiritual and social health and wellness to meet the community's needs.

The FLA OHT is founded on a bold vision of offering a People-Centred Health Home for everyone who accesses care in the Frontenac, Lennox & Addington region. This includes seven principles for care that is equitable, accessible, connected, collaborative, continuous, holistic, and accountable.

The work towards this vision is being done in partnership with community members and 70+ different local organizations, grouped into networks

of care centered on the needs of people they serve, including home & community care and community support services, long-term care, addictions & mental health, primary care, hospitals, specialists, wellness & equity and education & research.

Key areas of focus for the FLA OHT partners include working to build a coordinated approach to discharges from hospital to community supports, improved access and integrated addictions and mental health care, supporting aging well at home, and improving access to community-based palliative care. Another key focus area this year is improving access to primary care through expanded Health Homes across the region to meet people's needs where ever they may be.

AMHS-KFLA and FLA OHT partners continue to collaborate on furthering their work in these relevant focus areas as well as other health-care projects in the region, including the partnership of organizations who provide the vital services at the Integrated Care Hub.

Visit [www.FLAOHT.ca](http://www.FLAOHT.ca) for more information.



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

# 2021-2022 FUNDING



**\$50,000**

Family Support Worker  
Family Resource Center



**\$150,000**

Outreach  
Nursing



**\$25,000**

FUSE 2SLGBTQ+  
Youth Group



**\$3,500**

Client Mobile  
Phones



**\$81,000**

Youth Outreach  
Services



**\$257,000**

COVID-19 Isolation  
Support

## THANK YOU FOR YOUR SUPPORT!





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**  
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Lennox and Addington

