

ANNUAL REPORT 2023-2024



MESSAGE FROM THE CEO

Dear Members,

I want to begin by extending my thanks to the Addictions and Mental Health Ontario (AMHO) membership, board of directors, and staff for the support and guidance I've received since joining AMHO as Interim CEO earlier this year. It has been an honour and privilege to work alongside such dedicated individuals, especially at this critical time for our sector.

This annual report showcases some of AMHO's most significant achievements over the past fiscal year, including the development of a new Persons with Lived and Living Experience (PWLLE) Advisory Panel, supportive housing policy paper, the impact of the E-QIP program, successful advocacy initiatives like Queen's Park Day, and more.

The insights, experience, and expertise of the AMHO membership continues to guide our way forward. While there is still much to be done, we have made great strides working together. This continued collaboration will ensure AMHO's continued success as an important voice for the sector. I look forward to onboarding AMHO's new CEO Jennifer Holmes Weier to continue the important work of AMHO and its members.

Thank you for your commitment to the clients and communities you serve, for your trust and partnership with AMHO, and your ongoing efforts to help us achieve our vision of shaping the best mental health and addictions system, anywhere.

Sincerely,



Karen O'Connor
Chief Executive Officer

MESSAGE FROM THE Chair of the Board

Dear Members,

As Chair of the Board of Directors, it is my pleasure to endorse Addictions and Mental Health Ontario's (AMHO) 2023-2024 Annual Report. This report outlines several key initiatives undertaken at AMHO over the past year, serving as an important reminder of what is possible when our members are equipped with the tools and resources to create change in their communities.

Across Ontario, AMHO members are making a difference. Through the collective strength of our membership, we have seen strides in client care, research, critical advocacy initiatives, and we have raised the profile of our workforce.

On behalf of the board, I want to extend our sincere thanks to AMHO's Interim CEO, Karen O'Connor. Karen has been an inspiring leader at AMHO since taking over the role earlier this year, and thanks to her and the entire team, AMHO is poised to continue building on its success in the months and years to come. We also look forward to welcoming our new CEO Jennifer Holmes Weier later this year.

Finally, to our AMHO members, thank you for your unwavering commitment to the clients and communities you serve. You are the backbone of our sector, and none of this important work would be possible without you.

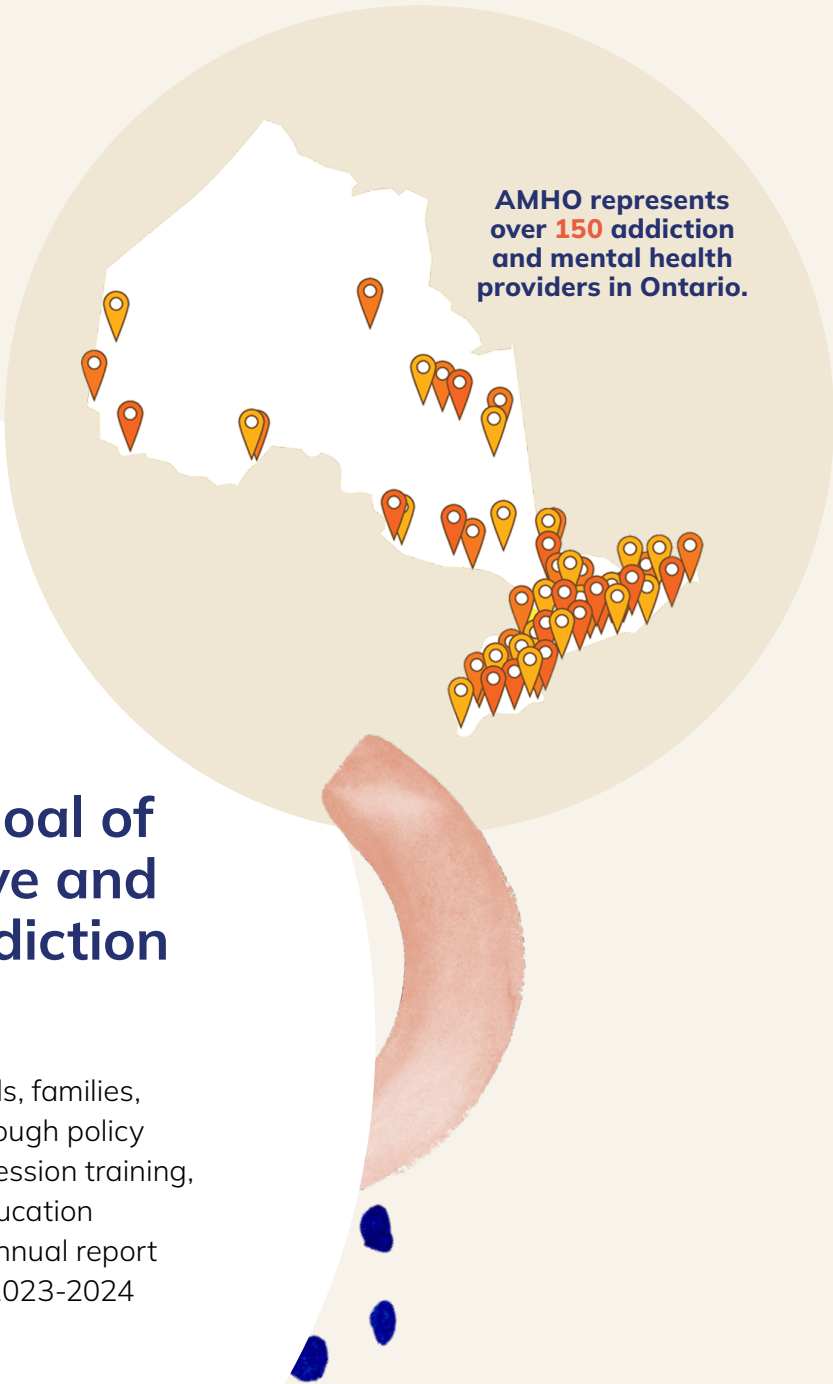
Sincerely,



Lori Spadorcia
Chair of the Board

As the collective voice of our members, AMHO provides leadership and advocacy towards the goal of building a comprehensive and accessible system of addiction and mental healthcare.

We strive to improve the well-being of individuals, families, and communities across Ontario. We do this through policy work, advocacy initiatives, equity and anti-oppression training, service development, knowledge exchanges, education offerings, and quality improvement work. This annual report showcases the work AMHO has done over the 2023-2024 fiscal year (FY23-24)



AMHO represents over **150** addiction and mental health providers in Ontario.

1

Advocate

Provincial Budget 2024

This February 2024, AMHO released its 2024 pre-budget submission- “It’s Time to Act”. This year’s budget recommendations included:

- 1** **\$115 million** to address wage parity gaps in the community MHA sector, and the implementation of a long-term Health Human Resources Strategy to address increasing turnover and vacancy rates.
- 2** **\$85 million** to address operational shortfalls, stabilize services, and support community mental health and addictions providers.
- 3** **\$1 billion** to support the construction and ongoing operation of 40,000 new supportive housing units over the next 10 years, and an additional \$100 million per year for the operation, upkeep, and staffing of supportive housing and wraparound services.

AMHO was encouraged to see some targeted investments for the community mental health and addictions sector included in the 2024 budget as a result of our advocacy, including a three-year commitment to invest **\$152 million** for supportive housing and **\$396 million** for mental health and addictions programs including the continuation of the Addictions Recovery Fund.

Queen’s Park Day

This year, AMHO hosted its fourth annual Queen’s Park Day. Queen’s Park Day is an opportunity for the AMHO staff and board of directors to meet with key decision makers across the political spectrum, communicate the needs of our sector, and advocate for additional budgetary investments. This year, our team met with MPPs from all provincial parties, including several members of the Cabinet. During our meetings with Deputy Premier and Minister of Health Sylvia Jones, Associate Minister of Mental Health and Addictions Michael Tibollo, and Associate Minister of Housing Michael Parsa, AMHO noted a more focused and deeper understanding of the MHA sector, and increasing desire to work together to solve growing issues. AMHO has looked to build on the success of these meetings in our ongoing provincial advocacy.

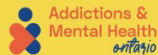


Asking for help isn't easy.

Receiving help should be.



It's Time To Act



Digital Advocacy Day

This year, AMHO organized its first-ever Digital Advocacy Day. Digital Advocacy Day is a coordinated, grassroots initiative that gave AMHO members across the province to vocalize their support for AMHO's pre-budget submission. In addition to amplifying our advocacy efforts online, AMHO's social media presence increased 1,200% throughout the course of the day. This not only garnered additional attention for AMHO's pre-budget submission, but demonstrated what is possible when we strategically mobilize our membership.

Overdose Awareness Day / Recovery Month

To support members with their advocacy efforts during Overdose Awareness Day (August 31st) and Recovery Month (September), AMHO co-developed a series of social media posts and graphics based on writings of Dan Bolton - a member of AMHO's PWLLE panel.

Nearly three quarters of the AMHO membership opened our social media toolkit, reaffirming the value of working together with our PWLLE panel to co-design and develop advocacy products. AMHO would like to thank Dan for his sincere contribution to the campaigns last year.

During Recovery Month, AMHO and the Jean Tweed Centre welcomed Deputy Premier and Minister of Health Sylvia Jones for a tour of the centre, and an important discussion about the collaboration and work that is required to continue to strengthen and enhance community-based mental health and addiction services.



Health Human Resources (HHR)

In 2023, AMHO members completed two compensation surveys to help increase our understanding of the growing health human resources (HHR) needs in the MHA sector.

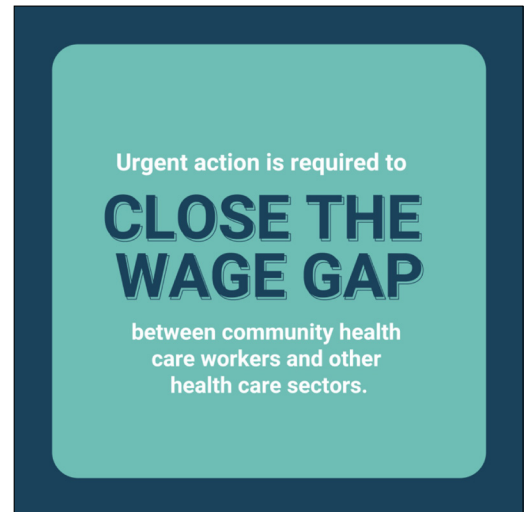
The first survey was completed by AMHO, CMHA, and CMHO service providers, and included the collection of salary, benefits, and high-level HR data (vacancy, turnover rates, average length of employment). The results of the survey found high levels of turnover and vacancy in the MHA sector (20% and 10% respectively), which confirmed the challenges AMHO members said they were experiencing such as high turnover and staff burnout.

This survey also collected salary and benefits information, and AMHO members were given access to an interactive dashboard, which was shared with AMHO members on an interactive dashboard.

The dashboard allowed AMHO members to review and filter the compensation and HR data by job type, organizational budget size, and OH region.

The second survey collected primarily compensation data from members of 10 community health associations, across primary care, home care, long-term care, home care, and mental health and addictions. The report compared current salaries for 79 jobs in the community sector, and recommended salaries based on comparable roles in other sectors. This allowed AMHO to calculate the wage gap between the community sector and other sectors that employ similar staff, which is estimated at over \$2 billion.

Following the surveys, AMHO hosted several meetings with bureaucratic and political leaders at the



| Benchmark Job | Median Starting Salary (Hourly) | | | Median Top Salary (Hourly) | | |
|----------------------------|---------------------------------|------------------------|-------------------|------------------------------|------------------------|-------------------|
| | Mental Health and Addictions | Education & Acute Care | <u>Difference</u> | Mental Health and Addictions | Education & Acute Care | <u>Difference</u> |
| Nurse Practitioner | \$54.02 | \$55.49 | 3% | \$51.40 | \$64.67 | 26% |
| Registered Nurse | \$31.83 | \$34.92 | 10% | \$34.51 | \$50.00 | 45% |
| Registered Practical Nurse | \$26.74 | \$31.07 | 16% | \$28.37 | \$33.09 | 17% |
| Social Worker Level 1 | \$27.97 | \$34.03 | 22% | \$30.08 | \$42.61 | 42% |
| Social Worker Level 2 | \$30.71 | \$36.48 | 19% | \$32.99 | \$51.33 | 56% |

Data and Digital

Since Fall 2022, AMHO has been working with Ontario Health's MHA Centre of Excellence (CoE) to advance the onboarding of AMHO member organizations to the **Provincial Data Set (PDS)**. The PDS is a standardized data set that Ministry of Health-funded providers will eventually be mandated to collect. Providers must also use one of four compliant client management systems, in order to be able to successfully submit PDS data.

AMHO serves as a Coordinating Lead in this work and has been supporting members, in addition to other community MHA providers, to move through the onboarding process. To support our members with their more technical needs, AMHO has been working with an IT consultant, Asurtec, since December 2023. Throughout this time, AMHO has been sharing the feedback, comments, and concerns from our membership back to the CoE.

In January 2024, one-time funding was made available by Ontario Health for organizations using non-PDS compatible client management systems to migrate to compatible systems. AMHO developed and disseminated resource documents to support our membership leverage this one-time funding opportunity. Of the 33 organizations that received funding, 28 of them were AMHO members. Each participating organization receives technical, project management and change management supports to help enable a seamless migration to a new client management system.

As of March 31, 2024, 11 AMHO members were submitting data to the PDS.



2

Communicate



October 10th is World Mental Health Day

Member Engagement

Member engagement remains a key priority for AMHO. Throughout 2024, we continued to rely on virtual communication in the form of webinars, newsletters, and virtual conferences and forums to keep our members apprised about important sector developments, opportunities for collaboration, and to amplify our collective voice.

AMHO continues to reach out to all members on a weekly basis via the AMHO Member Bulletin to ensure key updates are received in a timely manner.



AMHO sent 49 weekly Member Bulletins between April 1, 2023 and March 31, 2024.



AMHO sent 53 Special Member Bulletins to highlight notable milestones, key announcements, engagement opportunities, and important developments from government.

Webinars

Over the course of the fiscal year, AMHO hosted several webinars on a variety of topics including, our pre-budget submission, updates from our partners at Ontario Health, Ontario Health Teams and the Ministry of Health, including on Bill 124 and the Data Digital Initiative, and other notable issues in the sector.

AMHO also organized regional equity meetings for members to discuss equity and anti-oppression practices related to addiction and mental healthcare.

On December 14, 2022, AMHO hosted a Member Engagement Webinar, which was designed to give a year-end update on AMHO's work and advocacy. The Member Engagement Webinar hosted over 60 leaders from AMHO member organizations and also featured an opportunity for members to receive updates and engage with representatives from Ontario Health.

In 2023, AMHO engaged a consultant to conduct research on costing models for bed-based substance use services, specifically addictions treatment services (formerly residential addictions treatment), supportive treatment services (formerly residential supportive treatment) and withdrawal management services.

The purpose of this work is to provide evidence-informed support to better align funding for bed-based services, with actual costs to support the sustainable operation of high-quality services. AMHO worked with a group of its members that deliver bed-based services to land on recommended per diem rates and submitted this request to the Ministry of Health and the CoE.



AMHO Quality and Data Webinar

15th June 2023

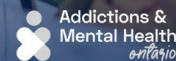


AMHO is Calling on the Province to Address the Overdose Crisis



March 4-10, 2024

Black Mental Health Week



2,500

loved ones have lost their lives to opioid toxicity deaths in Ontario in 2022.

That is almost
7 loved ones per day.



Social Media

AMHO used its social media presence to amplify its advocacy messages for the sector and promote important annual campaigns including Black History Month (February), Mental Health Week (May), Pride Month (June), Overdose Awareness Day (August 31), Recovery Month (September), National Day for Truth and Reconciliation (September 30) and World Mental Health Day (October 10). In addition, AMHO used its social media pages for news releases, and to share instant reactions to news around the MHA sector.



Communities of Practice

Over the past 9 years, AMHO has hosted five CoPs: live-in addictions treatment, withdrawal management services, supportive housing, children and youth services, and community-based treatment.

These forums provided members an opportunity to engage in peer-to-peer knowledge sharing. In an effort to refresh these platforms, AMHO undertook a review of the CoPs with the aim of optimizing value for our members, as well as to leverage best practices and allow for these forums to support AMHO's objective to rapidly mobilize members on areas of interest, while also managing the internal capacity to support the CoPs.

The review included an examination of the current CoPs and their administration, targeted engagement with AMHO members on the purpose and desired structure and value of CoPs, research into CoP best practices, and a review of available platforms on which to optimally host the CoPs virtually.

In response to the findings of the review, and following an exhaustive review of available platforms, AMHO will leverage the launch of its website to create a member's only portal, with access to four dedicated CoP spaces – Community Mental Health, Community Addictions (including withdrawal management services, live-in treatment, and community-based treatment), Supportive Housing, and Children and Youth services.

Supportive Housing

In September 2023, AMHO advocated with the Ministry of Health and Ministry of Municipal Affairs and Housing (MMAH) to renew the expiring operating agreements for supportive housing providers, whose mortgages had come due. As a result, funding for organizations whose operating agreements had expired or were expiring in 2023/24 flowed to providers in November 2023.

AMHO finalized its first Supportive Housing policy paper in October 2023. The main objectives of the policy paper are to provide evidence-informed advice to the government about ways the administration, oversight and operations of supportive housing could be improved. The report included recommendations to improve policy and funding coordination within the provincial government, as well as between municipal, provincial and federal governments; provide more permanent and base funding opportunities as opposed to one-time grants; ensure that the existing stock of supportive housing is maintained and in good condition; and enable sustainable capital planning to meet short- and long-term housing supply needs.

The report was utilized to inform funding and policy recommendations included in AMHO's 2024 pre-budget submission. AMHO developing a targeted communications plan and shared the report with key stakeholders, including government partners at MOH and MMAH, as well as political leaders in the federal Departments of Housing, and Mental Health and Addictions.





Bed-Based Substance Use Services

In 2023, AMHO engaged a consultant to conduct research on costing models for bed-based substance use services, specifically addictions treatment services (formerly residential addictions treatment), supportive treatment services (formerly residential supportive treatment) and withdrawal management services. The purpose of this work was to provide evidence-informed support to better align funding for bed-based services, with actual costs to support the sustainable operation of high-quality services. AMHO worked with a group of its members that deliver bed-based services to land on recommended per diem rates, and submitted this to the Ministry of Health and the CoE.

AMHO and its members also remains engaged with the CoE on their efforts to develop minimum care guidelines and performance indicators to measure outcomes associated with these services.

Alcohol Working Group

AMHO joined a coalition of ten community health care partners to support the development of a provincial alcohol strategy. The working group aims to highlights the high cost of alcohol-related harms to the broader health care and social services system, in addition to the negative impact that the expansion of alcohol retail will have on individuals that struggle with alcohol. The work of this coalition remains ongoing.



3 Sustain

Excellence through Quality Improvement Project (E-QIP)



Cohort Coaching

E-QIP's ninth cohort of QI and Data Coaching continues to progress with 12 project teams, 6 of which are represented by AMHO members. Project teams have completed all 6 collaborative touchpoints in the cohort cycle, in addition to meeting regularly and 1:1 with their dedicated EQIP coach to work on their QI projects and build their QI capacity. Cohort teams are currently at the PDSA (plan-do-study-act) stage of their QI projects, during which they begin to implement change ideas, observe results, and adjust as needed.



Data Literacy Series

E-QIP has introduced a new data-focused webinar series aimed at enhancing data literacy skills and expanding the understanding of data in the context of service delivery. The webinar series, tailored for MHA service providers, is designed to guide participants from the fundamentals of data literacy to advanced techniques.

The first webinar, delivered in December 2023 with over 260 registrants, focused on the 'building blocks' of data literacy and included a presentation by Wayside House of Hamilton on their experience with using data to improve service delivery. The second webinar in the series, delivered in February 2024, had almost 250 registrants - focused on data management, including data quality and evaluation, and included a presentation by the Pine River Institute.



E-QIP Virtual Conference

E-QIP, Ontario Health, and the Knowledge Institute on Child and Youth MHA are partnering again this year to deliver a 4th virtual conference. This year's conference – QI Innovations: Building a Culture of Quality was designed to enhance participants understanding how to cultivate a culture of quality within their organizations.

This year's conference will also emphasize the importance of including the perspectives of persons with lived and living experience (PWLLE) in quality improvement processes. To achieve this, the conference will feature a panel of PWLLE, providing a platform to share their insights and expertise from their engagement experiences, to demonstrate the impact and value of meaningful engagement in advancing quality improvement and drive better outcomes for clients.



Engaging Persons with Lived/ Living Experiences (PWLLE)

AMHO has developed a comprehensive strategy for the engagement of PWLLE, family members and/or caregivers, informed through targeted engagement with key health system partners with experience and expertise in engaging persons with lived/living experience. In Summer 2023, AMHO released a call for Interested Candidates with lived/living experience and/or caregiver experience to apply to be a member of a panel of advisors.

Following a successful recruitment process, the AMHO team initiated an orientation session with the 8-person PWLLE panel in December 2023, leveraging their knowledge, experience and expertise in advance of the development of our 2024 pre-budget submission.



Harriet Kakinda



Kavithan Sinnathamby



Eileen Starkman



Raphaela Fagundes



Alice Bellavance



Dan Bolton



Philip Longum



Dean Valentine



Equity, Anti-Racism and Anti-Oppression

To ensure efforts to advance Equity, Anti-Racism and Anti-Oppression (EARAO) continue to meet the needs of our members, AMHO began undertaking a series of targeted engagements with select members who are leaders in the EARAO space, to understand what efforts would be most effective and meaningful to support members in their EARAO journey.

Some of the suggestions raised included the development of a repository of online tools, hosting training and webinars, and possibly the development of a CoP.

4 Finance

Statement of Operations for the year ended March 31, 2024

| | 2024 | 2023 |
|---|---------------------|------------------|
| REVENUES | | |
| Membership fees | 850,901 | 939,544 |
| Ministry of Health and Long-Term Care operating grant | 617,731 | 588,231 |
| Special projects (Note 8) | 607,088 | 504,489 |
| Donations and other | 24,238 | 24,428 |
| Charitable gaming revenues (Note 9) | 31,380 | 20,797 |
| | \$ 2,131,338 | 2,077,489 |
| EXPENSES | | |
| Salaries and Benefits | 1,377,685 | 1,192,355 |
| Contracted services | 453,119 | 445,794 |
| Operations | 189,097 | 181,785 |
| Charitable gaming activities (Note 9) | 31,380 | 20,797 |
| AMHO conference | 18,633 | - |
| | 2,069,914 | 1,840,731 |
| EXCESS OF REVENUES OVER EXPENSES | 61,424 | 236,758 |



Board Members

Thank you to all of our board members for their work over the past year.

Lori Spadorcia
Chair

Kirstin Kerr
Vice-Chair & Chair
of the Governance
Committee

Penny Marrett
Treasurer & Chair
of the Audit and
Finance Committee

Mike Beauchesne
Secretary

**Nancy
Chamberlain**
Director

Alyssa Gremmen
Director

Regan Anderson
Director

Mark MacAulay
Director

Mohamed Badsha
Director

Bill Helmeczi
Director

Suzanne Obiorah
Director

Member Benefits

Advocacy and Government Relations

Through engagement with MPPs, Ministry officials, the media and other health and social service sectors, AMHO advocates for a more comprehensive and accessible addiction, substance use and mental healthcare system. AMHO and its members work together to inform all Ontarians of the state of mental health and addiction services.

Education, Events and Networking Opportunities

Members can learn, meet and share ideas at our Leadership Forums, Community of Practice meetings, webinars and topical seminars throughout the year. Members can learn, meet, and share ideas at our annual meeting, leadership forums, communities of practice, webinars, and topical seminars throughout the year.

Up-To-Date Information and Resources

AMHO remains up to date on key developments in the sector, system and with government, and provides members with concise, up-to-date information and analysis on key issues facing the sector. In other words, as a member, you can rely on AMHO for keeping you up to date on what you need to know when you need to know it.

Group Benefits and Insurance Rates

Keep your staff healthy and safe with a comprehensive health and dental plan at highly competitive rates with AMHO's group benefits plan. Benefits include health, dental, life and disability insurance, and comprehensive liability insurance for all levels of government, from Board of Directors and staff to property. Contact us at info@amho.ca to learn more.

About AMHO

Addictions and Mental Health Ontario (AMHO) represents over 150 organizations that provide front line substance use, addiction, and mental health support and services.

AMHO members support Ontarians through their mental health and substance use health challenges by providing community-based treatment, including counselling, structured psychotherapy, case management, withdrawal management, live-in addictions treatment, peer support, harm reduction supports, and supportive housing.

As the collective voice of our members, we provide leadership and engage partners to lead change that will revolutionize the addiction and mental healthcare experience for people in Ontario. We do this through policy work, advocacy initiatives, service development, knowledge exchange, education offerings and quality improvement work. AMHO thanks each of our members for their ongoing engagement and support.

Contact

Addictions and Mental Health Ontario

180 Dundas St. West, Suite 1400, Toronto, ON M5G 1Z8

Phone: 416-490-8900

www.amho.ca | info@amho.ca | [@AMHOnt](https://twitter.com/AMHOnt)



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