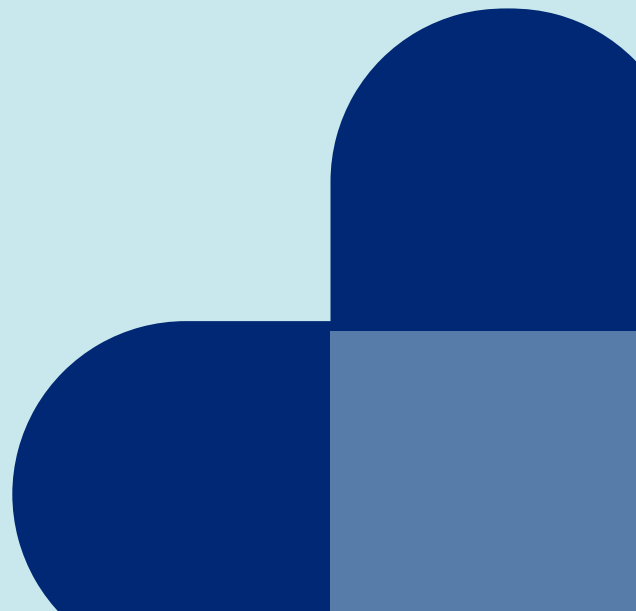
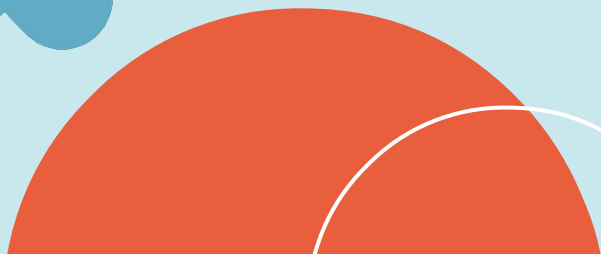
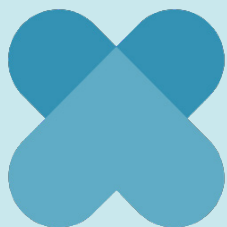
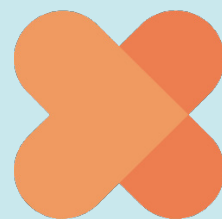
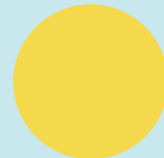
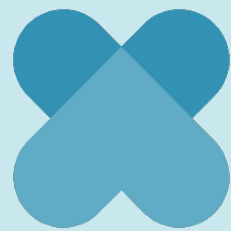


ANNUAL REPORT 2024 2025



Dear Members,

As Chair of Addictions and Mental Health Ontario's (AMHO) Board of Directors, it is my privilege to present AMHO's 2024–2025 Annual Report.

Guided by the pillars of our four-year strategic plan, AMHO has continued to advocate, mobilize, and serve over 150 members across the province. Over the past year, the AMHO team strengthened relationships with decision-makers in government ensuring that the voices of our membership, and the people and communities they serve, are heard.

This year marked an exciting new chapter as we welcomed Jennifer Holmes Weier as AMHO's new Chief Executive Officer. Jennifer's unmistakable dedication to improving mental health, substance use, and addictions services, coupled with her ability to steer organizations through complex environments will continue to help AMHO champion better care and stronger partnerships across Ontario.

On behalf of the Board, I want to express our appreciation to Karen O'Connor, who served as Interim CEO this year. Karen's steady leadership and deep sector knowledge ensured that AMHO maintained its high standards of advocacy and member support.

Finally, I extend my heartfelt thanks to my fellow Directors for their commitment and guidance, and to you, our members, for your steadfast service to clients and communities across the province. The rising demand for mental health and addictions care in Ontario underscores the need for a strong, united sector. Together, with your support, AMHO continues to be our champion.

With gratitude,

Lori Spadorcia
Chair, AMHO Board of Directors



Dear Members,

As I reflect on my first months as Chief Executive Officer of Addictions and Mental Health Ontario (AMHO), I am reminded of the tangible expressions of perseverance and the unity of the AMHO membership that I have experienced since day one. I am also reminded of the power of our relationships with health system partners and allies in leading meaningful change.

This was a year defined by advocacy, thoughtful policy contributions, collective action, and persistence. Across Ontario, AMHO members work tirelessly through rising waitlists, operating shortages, and the daily realities of supporting people in crisis while helping thousands avoid it. Our members navigate complex systems, fundamental policy changes, funding gaps, and the emotional toll that comes with caring for those who are often left unseen.

Despite these pressures, AMHO members show up with resolve every day. Our members meet people where they are, offering care, dignity, and hope. They innovate when resources fall short, offer evidence-based advice, collaborate when systems get complicated, and keep pushing for change even when the path forward isn't easy. Together AMHO and our members are championing the importance of investments in supportive housing and our workforce, while advancing innovative models of care.

Looking ahead, we will keep building on this momentum, championing better care, strengthening partnerships, and ensuring our collective voice is heard at every table where decisions are made. I am honoured to lead AMHO and to collaborate with you as we build the best addictions and mental health system, anywhere.

Yours truly,

Jennifer Holmes Weier
Chief Executive Officer





Our **bold vision** is for Ontario to have the best addiction and mental health system, anywhere.

As the collective voice of over 150 member organizations, AMHO provides leadership and advocacy towards the goal of building a system of mental health, substance use, and addiction care that provides profound support to those who need it.

Through policy work, advocacy initiatives, capacity building, system transformation initiatives, and evidence-informed research projects, we support our members and health system leaders to improve the well-being of individuals, families, and communities across Ontario.

AMHO regularly engages our members, government partners, and sector allies to lead changes that will revolutionize the addiction and mental health care experience for people in Ontario.

The following annual report showcases some of the great work the AMHO team undertook over the 2024-2025 fiscal year, amidst a time of transition and transformation of Ontario's mental health and addictions sector.



INTRODUCING AMHO'S NEW CEO

In December 2024, AMHO proudly welcomed Jennifer Holmes Weier as our new Chief Executive Officer. Her appointment reflects AMHO's enduring commitment to strong, stable leadership as our sector continues to navigate a time of rapid change in mental health and addictions care.

Jennifer is a purpose-driven leader who believes in creating communities where everyone can thrive and belong. She brings a proven record of guiding resilient not-for-profit organizations through periods of transition and building inclusive, high-performing teams which help communities and their partners achieve ambitious goals.

Her dedication to improving mental health and addictions services and achieving our vision, combined with her ability to steer organizations through complexity, will ensure AMHO remains a steadfast advocate and support for the people, health service providers, and system leaders who rely on us.

As AMHO continues to champion better care, strengthen sector partnerships, and secure the supports Ontarians need, Jennifer's leadership underscores a clear message, our mission persists, even as the landscape evolves.

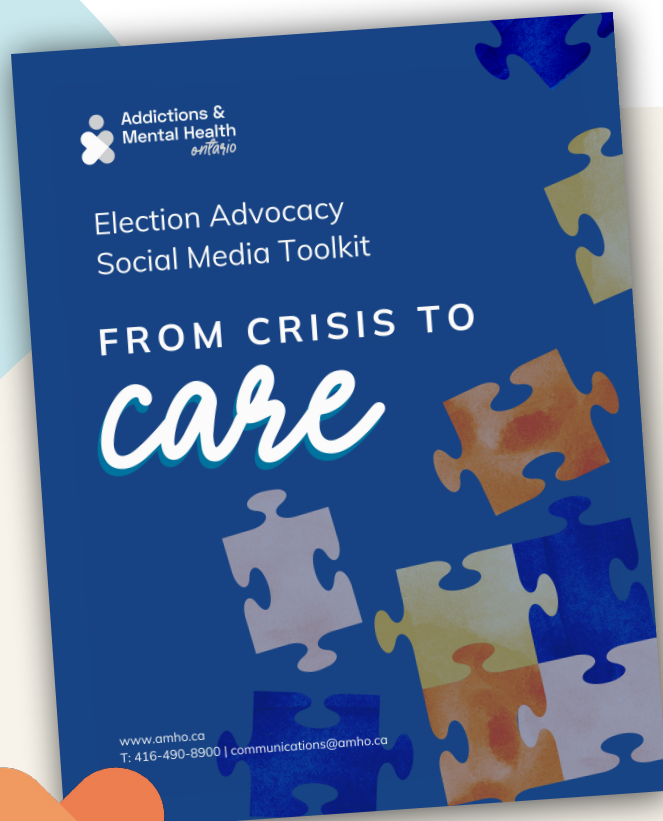


2025 ONTARIO ELECTION

In January 2025, Ontario was thrust into a snap provincial election that reset timelines and campaign priorities across the province. Party leaders moved quickly to define their agendas, and the Ford government ultimately secured a renewed mandate on its “Protect Ontario” platform. In this fluid environment, AMHO kept a clear focus: ensure mental health and addictions stayed visible, practical, and resourced in every party’s commitments. We organized our efforts to help members engage locally while aligning sector asks to the evolving provincial narrative.

To support our members during this time, AMHO released an Election Advocacy Toolkit, providing our members with practical resources to engage political candidates, influence policy, the spring budget, and future decision-making. Our toolkit included meeting guides, letter templates, candidate checklists, social media graphics and copy, and key messages to help members translate local knowledge and community impact into effective advocacy.

Throughout the election period, AMHO members dropped in on virtual engagement sessions with the AMHO team to learn and share experiences, and used the toolkit to demonstrate the value of community mental health and addictions services, highlight workforce challenges and supportive housing needs, and share compelling local stories. By acting in a coordinated and informed way, AMHO and its members helped keep the sector’s priorities visible; something we were able to draw on during our budget advocacy later this year.



ADVOCACY IN ACTION - "FOR US. FOR YOU."

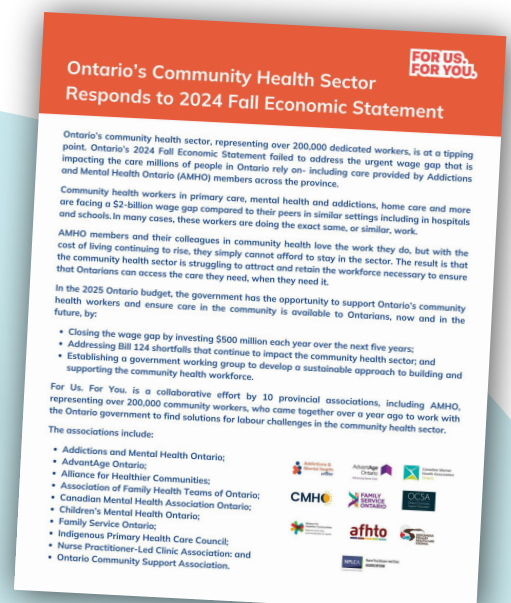
There's an old adage which says if you want to go fast, go alone; if you want to go far, go together. Throughout 2024-25 AMHO worked closely alongside nine other provincial associations representing Ontario's community health sector to address one of the sector's most pressing challenges: the growing wage gap in community healthcare. Through this collaborative approach, we launched "For Us. For You.", a campaign highlighting the critical need for sustainable investments to ensure all Ontarians have access to high-quality community-based care.



From mental health and addictions to primary care and beyond, community health workers form the backbone of Ontario's healthcare system. Yet despite their essential contributions, they face a combined wage gap of more than \$2 billion compared to peers in other publicly funded settings. This disparity has fueled staffing shortages and rising wait times across the community health sector, creating ongoing pressures on our workforce and the ability to deliver care.

Through the "For Us. For You." campaign, AMHO, alongside AdvantAge Ontario, Alliance for Healthier Communities, Association of Family Health Teams of Ontario, Canadian Mental Health Association Ontario, Children's Mental Health Ontario, Family Service Ontario, Indigenous Primary Health Care Council, Nurse Practitioner-Led Clinic Association, and the Ontario Community Support Association, called on the Ontario government to invest \$500 million annually for five years to close the wage gap, and to establish a government working group to develop a long-term strategy for workforce stability.

Through this coordinated effort, the community healthcare sector has shown to the power to be found by working together in new ways to protect and advance community care for all Ontarians.



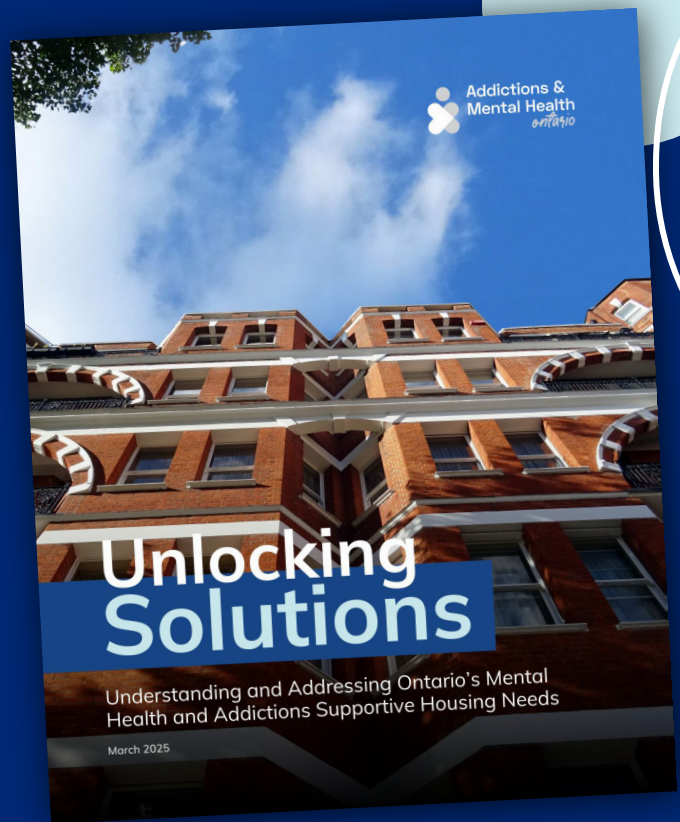
UNLOCKING SOLUTIONS

Amidst a deepening housing crisis, Ontario's mental health and addictions sector refuses to sit on the sidelines. Across the province, innovative projects and new partnerships are re-defining what is possible when we think outside the box and work together to address Ontario's urgent housing needs.

Building on the momentum of AMHO's 2024 supportive housing paper, *Unlocking Solutions: Understanding and Addressing Ontario's Mental Health and Addictions Supportive Housing Needs*, AMHO embarked on an ambitious project, which attempted, for the first time to tangibly paint the picture of the demand for supportive housing in Ontario. Thanks to the contributions of over 81 supportive housing providers across Ontario, six coordinated access bodies, and two provincial data sets (Connex Ontario and Ontario 211), we got it done.

Released earlier this year, *Unlocking Solutions* is a data-driven, evidence-informed research paper which gets to the heart of the critical gaps in Ontario's mental health and addictions supportive housing landscape. From new funding models to scaling up solutions, this report is as much a call to action as it is a reflection of the unmistakable innovation, grit, and collaborative spirit of our sector.

After catching the attention of government and health system partners, AMHO was invited to the University of Toronto to discuss the findings of this report during a special showcase on forward-thinking housing solutions. As the mental health and addictions supportive housing landscape continues to evolve, AMHO will continue working with our members and partners to continue turning challenges into opportunities, shaping lasting solutions for those in need.



DIGITAL MEMBER ENGAGEMENT

Member engagement remains a cornerstone of AMHO's work, and 2024–2025 was no exception. Throughout the year, AMHO leveraged a range of virtual channels including webinars, newsletters, social media, and our communities of practice to keep members informed, connected, and empowered to take action in their communities.

Our weekly AMHO Member Bulletin continued to be a key touchpoint, reaching hundreds of senior sector leaders across the province with timely updates on sector developments, government initiatives, and collaboration opportunities. When critical news arose, Special Member Bulletins were issued to ensure urgent updates reached members promptly.

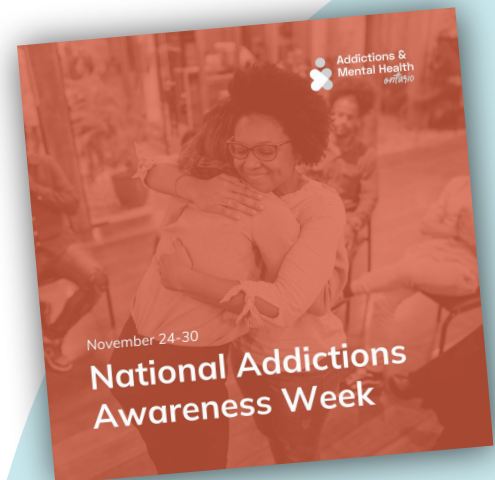
On social media, AMHO's posts reached thousands of followers, amplifying the collective voice of the sector and fostering discussion on key issues.

5,000+
Likes

2,800+
New
Followers

1,100+
Shares

These results are more than numbers, they show a vibrant, connected membership that is informed, empowered, and ready to act. Through the consistent delivery of timely, relevant information and engagement opportunities, AMHO continues to strengthen our collective voice and advance the shared mission of improving mental health and addictions services across Ontario.



EQUITY, ANTI-RACISM, AND ANTI-OPPRESSION WORK

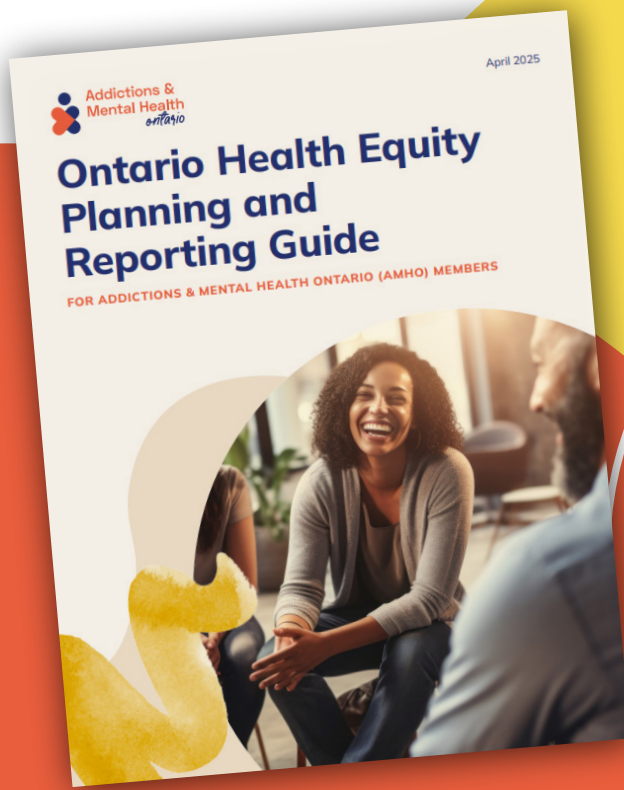
Equity, inclusion, and diversity are foundational to a strong, vibrant, and effective mental health and addictions sector. These principles help ensure that services meet the needs of all communities, reduce barriers to care, and create environments where both staff and clients feel respected, valued, and supported.

In 2023/24, Ontario Health (OH) announced that all health service providers were required to develop two plans:

- Equity, Inclusion, Diversity, and Anti-Racism (EIDA-R) Plan
- First Nations, Inuit, Métis, and Urban Indigenous (FNIMUI) Plan

Recognizing the significant resources, time, and investments required to generate equity plans, AMHO created an exclusive “Ontario Health Equity Planning and Reporting Guide” to help our members develop or update their EIDA-R and FNIMUI Plans, and meet OH reporting obligations.

This guide is tailored for AMHO members who require support in building out areas of an existing plan, or for those who do not currently have plans in place. The guide is available through the AMHO Member Portal, and continues to be accessible to leaders that are, or will be, accountable for equity planning initiatives at their organization.



AMHO'S COMMUNITIES OF PRACTICE

The past year has been one of significant policy, regulatory, and system change for Ontario's mental health and addictions sector. Amidst these shifts, collaboration and connection among service providers have never been more important. At AMHO's 2024 Conference, our team announced the launch of the AMHO Member Portal, and return of our beloved Communities of Practice (CoPs).



The four primary CoPs, focused on Community Mental Health Services, Community Addictions Services, Supportive Housing Services, and Child and Youth MHA Services, enable members to connect, expand their networks, share ideas, and collaborate on operational opportunities and challenges.

To foster more engagement with members, AMHO also began hosting virtual CoPs for each dedicated group on a quarterly basis, with the first sessions occurring in January 2025. Like the member portal, these sessions provide a space of social learning where individuals can share knowledge and promising practices, exchange resources, ask questions, and express concerns in a safe space.



**Community
Mental Health
Services**



**Child and Youth
MHA Services**



**Community
Addictions
Services**



**Supportive
Housing Services**

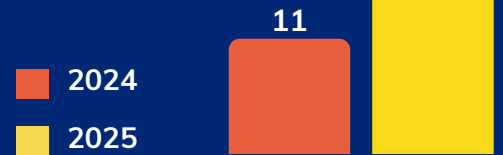
PROVINCIAL DATA SET

Since Fall 2022, AMHO has been working with Ontario Health's MHA Centre of Excellence (CoE) to help AMHO members and other sector organizations onboard onto the Provincial Data Set (PDS). The goal of the PDS is to support more consistent data collection and reporting across our sector. Standardizing this approach will make it easier to understand individual and community needs, strengthen services, lead to better decision-making outcomes, and improve service planning at the organizational, regional and provincial levels.

To support the technical needs of our members throughout this process, AMHO has been working alongside an IT consultant, Asurtec, to assist members with data migration, vendor management, change management, and data quality support. A wide array of resources including tip sheets, toolkits and webinars, have helped AMHO members begin working with PDS-compliant systems, and report PDS data.

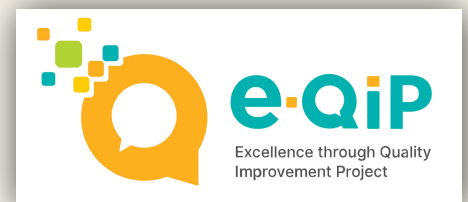
AMHO members have demonstrated remarkable persistence and adaptability through this transformational initiative, dedicating time and resources to adapt to new data systems and processes which will strengthen their organizations well into the future.

As of March 2025,
40 AMHO members
are now submitting
data to the PDS, up from
11 members in 2024.



E-QIP

For almost ten years, the Excellence Through Quality Improvement Project (E-QIP) has been the engine of quality improvement (QI) across Ontario's mental health and addictions sector. Co-led by AMHO and CMHA Ontario, with support from Ontario Health, E-QIP ensures mental health and addictions service providers have the tools, skills, and confidence they need to embed QI into everyday practice.



E-QIP is transforming services for clients and caregivers alike. Last year, AMHO members St. Joseph's Care Group and Ontario Shores, both Network Lead Organizations for the Ontario Structured Psychotherapy program, leaned on E-QIP to help cut wait times and create smoother pathways to care. At the same time, community-based members Renascent and Progress Place worked with the E-QIP team on intensive eight-month transformational projects, reimagining how to enhance the operation and efficiency of a wide-array of programs and services.

E-QIP's versatile tools, programs, and coaching support AMHO members and our partners improve the quality, efficiency and safety of services across the province. With a 10% increase in engagement this year, E-QIP's momentum keeps building! We'd love to have you be part of the E-QIP experience in 2025-2026, reach out to AMHO today.

PROVINCIAL PRIORITIES

As the province works to implement the Roadmap to Wellness, AMHO and our members have been deeply engaged in the planning and implementation of a variety of strategic initiatives.

AMHO members participate on multiple Ontario Health task groups and tables, including the development of Minimum Care Expectations for Bed-Based Services, the crafting of guidelines for Provincial Coordinated Access, and the refinement of data elements for future iterations of the MHA Provincial Data Set.

Throughout these efforts, AMHO members have demonstrated persistence through change - embracing new standards, shifting policies, and evolving data requirements while keeping client care at the forefront. Through the sharing of expertise and lessons learned, AMHO members are helping shape a stronger, more coordinated provincial system.

AMHO has worked with partners at Ontario Health to deliver webinars, presentations, and consultations, creating opportunities for members to bring forward their wealth of experiences and their vision for the future. This steady engagement reflects a sector that is adapting to transformation with resilience and purpose, ensuring that system planners can draw on real-world insights to improve pathways to care for all Ontarians.



**Ontario
Health**

Mental Health and Addictions Centre of Excellence

Presentation for AMHO Members

October 10th, 2024



Ontario Health
Mental Health and Addictions
Centre of Excellence

STRONGER TOGETHER

In October, AMHO was proud to see the long-awaited return of our 9th Annual Conference, Stronger Together!

Amidst growing waitlists for programs, workforce shortages, and an escalating drug toxicity crisis, our conference was a call to unite together, drawn to one another through a mutual recognition that the progress we hope to achieve as a sector depends on our collaboration with one another.

Over two days, researchers, elected officials, government leaders, frontline staff, and organizational leaders from across the mental health and addictions care continuum gathered together for dynamic panels, thought-provoking seminars, and inspiring presentations.

For many, the highlight of our event was the keynote address by Dr. James Makokis, a Nehiyô (Plains Cree) Family Physician from the Saddle Lake Cree Nation in northeastern Alberta.

Dr. Makokis' message of resilience and cultural wisdom offered a powerful lens on thriving through transformation, and what is needed to foster meaningful relationships with Indigenous peoples and service providers in our shared sector.

300+
Attendees

30+
Speakers



MEMBER VOICES AT THE CENTRE

In the final quarter of 2025, AMHO turned to its members for guidance on how the organization can continue to effectively serve the needs of our members through the Annual Member Survey.

Survey results are more than numbers, they are an opportunity for us to understand how members connect with AMHO's mission, experience the value of an AMHO membership, and where deeper engagement can make the greatest difference. These findings also help support the drafting and development of AMHO's 2025–2026 Operating Plan and Budget, ensuring that AMHO's next steps are tied to member priorities and the broader 2024–2027 Strategic Plan.

Overall, results from the 2025 survey indicate that members are very confident that AMHO is delivering on its mandate and the value proposition of an AMHO membership. Members consistently highlighted the value of AMHO's advocacy tools, which help align their work with the broader sector, and noted that the organization's values reflect their own.

Members described AMHO as a responsive, member-driven organization that unites the sector, drives positive change, and amplifies the voices of smaller organizations, something particularly important for those with limited resources. The expansion of opportunities like site visits and leadership tours were identified as new ways to continue strengthening connections and enhancing knowledge sharing across the sector.

What makes you most proud to be an AMHO member?

"We share AMHO's vision of building the best possible system—one that is high-performing, inclusive, and responsive to the needs of individuals facing mental health and addiction challenges."

"Over the years, in my experience, AMHO has worked, unwaveringly, to drive a positive agenda for the mental health and addictions system in Ontario. We are confident that AMHO will continue to do this."

96%

of AMHO members agreed or strongly agreed that they or their organization understand AMHO's vision, mission, and priorities.

FINANCE

Statement of Operations for the year ended March 31, 2025

	2025	2024
REVENUES		
Special project grants (Note 7)	1,094,400	607,088
Membership fees	855,614	850,901
Ministry of Health and Long-Term Care Operating grant	617,731	617,731
AMHO conference	170,170	-
Charitable gaming revenues (Note 8)	69,251	31,380
Donations and other	18,746	24,238
	\$ 2,825,912	2,131,338
EXPENSES		
Salaries and Benefits	1,468,828	1,377,685
Contracted services	834,451	453,119
Operations	216,826	189,097
AMHO conference	153,603	18,633
Charitable gaming activities (Note 8)	69,251	31,380
	2,742,959	2,069,914
EXCESS OF REVENUES OVER EXPENSES	\$ 82,953	61,424

DIRECTORS

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

Lori Spadorcia
Chair

Kristin Kerr
Vice-Chair & Chair
of the Governance
Committee

Penny Marrett
Treasurer & Chair
of the Audit and
Finance Committee

Mike Beauchesne
Director

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.

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)

THANK YOU

AMHO extends heartfelt thanks to our member organizations, event sponsors, donors and funders, and the communities across the province who continue to support us. We are especially grateful to our government partners at Ontario Health and the Ministry of Health for their ongoing collaboration and commitment to strengthening Ontario's mental health and addictions system. Your partnership has been vital in advancing the policies and investments that help our members provide high-quality care across the province.



Addictions &
Mental Health
ontario

