

Shaping What's Next

2025/2026 ANNUAL REPORT



Addictions &
Mental Health
ontario

Shaping What's Next

The story of Ontario's mental health, substance use health, and addictions (MHA) sector is unfolding in counselling rooms, emergency departments, schools, workplaces, and neighbourhoods across the province.

From a young adult stepping into their first peer-led recovery group to a rural outreach team responding to a midnight crisis call, last year Ontario's MHA sector delivered care to over 591,000 people; more than the combined population of Windsor, Waterloo, and Kingston.

Behind those numbers are dedicated teams doing extraordinary work. Every day, AMHO members meet people where they are, respond to complex needs, and find new ways to deliver care. Our members meet each new challenge with courage, creativity, and an unwavering commitment to the people they serve. Ensuring their continued success requires funding that keeps pace, policy that supports their work, tools and training to respond to change, and a sector that speaks with a unified voice.

While our members deliver care to our communities, AMHO brings their experience and expertise to the tables shaping the future of MHA care. We advocate for the investments that sustain services, help bridge government priorities and frontline realities, and ensure decision-makers understand what is happening on the ground.

When static budgets threatened service reductions, AMHO rallied our sector to help secure \$303 million in new base operating funding. When legislation risked exposing supportive housing providers to new liabilities, AMHO secured targeted regulatory exemptions under Bill 10. And as our partners in government advance the Roadmap to Wellness, they've turned to AMHO for trusted sector expertise, evidence-informed policy advice, and insight into the realities facing Ontario's communities.

Alongside our members, sector allies, and partners at the Ministry of Health and Ontario Health, we are turning local innovation into system-wide progress. Together, we are shaping a system of care that is more connected, accessible, and ready to meet the needs of tomorrow.

Leadership Reflections

As Board Chair, I have the privilege of seeing the work happening across the AMHO membership every day. I've been inspired by the leadership, resilience, and commitment of AMHO members. Amid razor-tight budgets, escalating client acuity, workforce challenges, and rapid regulatory changes, AMHO and our members did not sit on the sidelines; we led.

Our responsibility is to ensure AMHO remains a strong, trusted organization reflecting the evolving needs of our members and adapting to our sector's challenges and opportunities. The progress highlighted in this report belongs to all of us. It reflects the dedication of our membership, collaboration with our partners, and commitment of the AMHO team. On behalf of the AMHO Board, thank you to our members for trusting AMHO to lead our sector and for everything you do to strengthen mental health, substance use health, and addictions care across Ontario. Together, we are shaping what's next.



Lori Spadorcia
Chair, AMHO Board of Directors

The best ideas for improving Ontario's mental health, substance use health, and addictions sector often come from the organizations and leaders delivering care in our communities. AMHO members not only see where the system works and where it could be improved, they understand firsthand what it takes to deliver care, the challenges their teams face, and the barriers people encounter when accessing support.

That experience and expertise guides our work. We bring members together around shared challenges, translate their insights into policy and advocacy priorities, and bring their perspectives to the people making decisions about the sector. From Thunder Bay to Toronto to Ottawa, we give our members a stronger voice at the decision-making table. Our members will always be at the heart of our work. Thank you for sharing your knowledge, challenging us to think differently, and working alongside us to strengthen MHA care for the people and communities who rely on it.



Jennifer Holmes Weier
AMHO Chief Executive Officer

Advocating for Our Members

\$303 Million

base funding increase secured for our sector.

New legislation, funding opportunities, and service delivery models are reshaping how Ontarians access MHA care. At AMHO, we understand that every policy decision has real consequences for the people seeking MHA support and the organizations working hard to provide care.

1.5 Million

impressions on our social media accounts.

In a year of major system change, our high-impact advocacy and public affairs efforts ensured that members' perspectives were heard where it mattered most. Through policy submissions, consultations, and other strategic initiatives, the AMHO team worked to ensure that the experiences and expertise of our members informed the solutions that are helping to shape a stronger, more responsive mental health, substance use health, and addictions sector.

"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."

- **Criss Habal, Executive Director**
Progress Place

"I was honoured to serve on the AMHO Workforce Advisory Group alongside dedicated colleagues from across Ontario. Together, we identified the most critical pressures impacting the mental health and addiction sector—specifically wage disparity, recruitment, and retention challenges. Our shared insights are designed to shape upcoming funding decisions and help build a stronger, more sustainable workforce."

- **Mike Beauchesne, President & Chief Executive Officer**
Dave Smith Youth Treatment Centre

"AMHO plays a critical role in amplifying the concerns, pressures, and realities faced by mental health and addiction service providers, ensuring they are heard by funders and policy makers in a meaningful way. Being part of a membership that can influence system-level decisions is incredibly valuable."

- **Kristin Kerr, Chief Executive Officer**
Stonehenge Therapeutic Community



Advancing Members' Priorities

Community mental health and addictions employees perform essential work that de-escalates crises, prevents evictions, and keeps Ontarians out of emergency departments. But a \$2 billion wage gap compared to their peers in other publicly funded services is making it harder every year to recruit and retain the skilled workforce this sector depends on.

AMHO recognized that bringing attention to this wage gap would take a united voice. We helped bring together a coalition of ten provincial community health associations, representing more than 1,300 agencies, to make the case to close the wage gap at Queen's Park.

Together, we ensured the provincial government heard our united call for investment from across the community health sector.

This coalition has helped strengthen our role as a central leader in advocating for meaningful investment in the sector. For our members, that means a stronger, more coordinated voice advocating for the workforce investments needed to build and sustain the community health workforce.



Delivering for Members

Facing stagnant budgets and rising inflation, we launched a province-wide budget campaign, “From Crisis to Care” to secure the investment our members needed to sustain care in their communities. We gave our members the data, messaging, and tools to make a strong, united case for investment, and supported them in bringing that message directly to MPPs across Ontario.

Our work together helped secure a \$303 million multi-year commitment for the community MHA sector in the 2025 Ontario Budget. This 4% base funding increase helped stabilize MHA services and prevent critical service reductions.

When the rollout was delayed, AMHO brought forward a constructive solution to our partners in government to have unspent funds carried into the next fiscal year, ensuring no portion of the investment was lost to the calendar. For members, that meant the full value of the investment reached the programs it was intended for.



Strengthening Supportive Housing

When originally drafted, Bill 10 expanded landlord liability in ways that could have exposed Ontario's MHA supportive housing providers to significant legal and financial risk. Recognizing the repercussions to members, AMHO quickly mobilized a targeted policy response.

We brought members together to assess the legislation, identify the risks, and bring their operational concerns directly to provincial decision-makers. Our advocacy helped secure an important exemption. The government introduced Regulation 145/26, exempting premises that provide homelessness prevention, emergency shelter, and health and social services from the Act's definition of “landlord.”

This solution offered our members greater certainty and allowed them to stay focused on their primary mission of delivering essential care and support to vulnerable Ontarians.

Connecting with Members Across Ontario

150
active member organizations across Ontario.

97%
of AMHO Members believe active participation in AMHO as a member is a valuable use of their organization's time, resources, and talent.

Our ability to lead, advocate, and deliver value for our members starts with staying close to the people doing the work every day. This year, we expanded our presence across the province, hosting in-person regional meetings, and visiting more members directly in their communities.

Our Communities of Practice, working groups, surveys, and member forums help us understand what's happening on the ground, identify emerging challenges, and turn the expertise of our membership into action.



Building a Stronger Workforce Together

We began leading the development of an actionable workforce strategy that identifies best practices to build and sustain a strong workforce, support people to thrive throughout their careers, strengthen leadership, advance equity, and enable system transformation. Informed by the insights and experiences of AMHO members and best practices in other jurisdictions, this new framework will outline key recommendations for government, sector partners, and service providers to help build and sustain a stable MHA workforce.



Shaping the Future of Supportive Housing

Formed in November 2025, our supportive housing working group is helping define standard housing models, outline program standards, and develop key performance metrics that measure the impact of supportive housing on individuals, communities, and the system. The goals are to inform provincial program design, improve quality and consistency of service delivery and operations, and enhance resident outcomes.



Embedding Lived Experience in Our Work

The Persons with Lived and Living Experience Advisory Panel continues to ensure that program design, policy positions, and our advocacy efforts reflect the needs of people accessing MHA services. At our 2026 annual conference, two panel members delivered powerful addresses which highlighted the transformative impact of community MHA care on their lives.



AMHO 10th Annual Conference

We marked a major milestone with the hosting of our 10th Annual Conference. This year's theme, "Driving Change, Powered by Communities", brought together more than 300 leaders from the MHA sector, academia, and government to share what's working, confront pressing challenges, and see what's possible when we move forward together.

Ontario's Associate Minister for Mental Health and Addictions, Vijay Thanigasalam, and Ontario Health CEO Matthew Anderson sparked important conversations on provincial priorities and system leadership, while keynote speakers André Picard and David Coletto explored the latest public conversations and attitudes on MHA policy and care.

Across two days, over 50 speakers led panels and workshops on sector priorities including workforce sustainability, supportive housing, health equity, and youth MHA care. We would like to extend our sincere thanks to our sponsors, whose generous support helped make our 10th annual conference a resounding success.

300+
leaders attended
AMHO's 10th
Annual Conference.

20+
concurrent sessions.



Walrus Talks Opioids

We partnered with The Walrus to talk about one of Ontario's most urgent public health challenges: the opioid and drug toxicity crisis.

With municipalities from Kingston to Niagara declaring states of emergency, communities are looking for responses that work.

Our members and allies are directly answering their call every day. The Walrus Talks Opioids x AMHO created a public platform to help people understand the issue, learn about what works, and challenge stigma. Seven outstanding "talkers" – clinical experts, service leaders, policymakers, and people with lived and living experience – created an inspiring and informative in-person event that has since been viewed over 1,200 times online.

With a focus on Ontario and a subject that matters across the country, the talks moved a sector conversation into a national one, with community-led solutions at the centre.

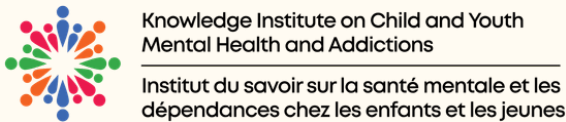
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THE WALRUS
CANADA'S
INDEPENDENT
COMPLEX
FACT-BASED
NECESSARY
CONVERSATION



SPONSORS:



Helping Members Navigate System Change

72+
AMHO members onboarded to the Provincial Data Set.

20
AMHO members leading or supporting HART Hubs.

This year, we deepened our role as a key system support leader, working alongside our members and the Ministry of Health (MOH) and Ontario Health (OH) to support the implementation of transformation initiatives.

We act as the vital bridge between provincial policy and frontline delivery, translating sector data into actionable policy for government, and equipping our members with the capacity to execute new provincial priorities.

That two-way role is what makes us a partner the province can build system change through.



E-QIP: Strengthening Quality Improvement Capacity

Since 2016, the Excellence through Quality Improvement Project (E-QIP) has worked to accelerate the data and quality improvement capacity of the MHA sector.

Co-led by AMHO and CMHA Ontario, with the support of Ontario Health’s Mental Health and Addictions Centre of Excellence, E-QIP’s objectives are to build a culture of quality in the sector, increase use of data for quality improvement, planning, monitoring and decision making, and enable effective adoption of provincial priorities using process and quality improvement approaches. This year, 161 organizations engaged with E-QIP, through QI coaching, communities of practice, training for staff, leaders and Boards, and accessing resources and templates.

The E-QIP team will be bringing their process and quality improvement mindset to support members to implement a key provincial priority, Central Intake.



161

MHA providers engaged with E-QIP this year.

171

individuals completed the Foundations to QI e-learning.

50%

of E-QIP participants engaged in multiple offerings.



Building Data Confidence

For over three years, we have served as a Provincial Data Set (PDS) Data Champion, helping the sector navigate technical transitions, measure their impact, harness their data, and contribute to a clearer province-wide picture of MHA care needs.

Our PDS onboarding initiatives meet members wherever they are on their PDS adoption journey. This includes guiding agencies through Client Management System (CMS) procurement, vendor evaluation, data migration, and ensuring our members have the confidence to submit high-quality PDS data to Ontario Health.

We developed a full-day training program, the Data Management Program, to help our members build the skills in data governance, quality, security, and privacy. The training demonstrates that all staff have a role to play in the collection, reporting and utilization of high-quality data, in order for organizations to be able to use the data to better inform client care plans, understand which programs have the longest wait times, and identify where capacity may be underutilized.



Enhancing Digital Readiness

As part of the PDS program, AMHO partnered with Reconnect Community Services to deliver comprehensive Information Technology–Information Management (IT-IM) assessments, helping our members navigate growing cybersecurity and infrastructure risks.

By the end of FY 25-26, 46 assessments were completed, providing agency leadership with clear roadmaps to identify and mitigate high-priority operational risks. Vulnerabilities identified included mobile data governance, multi-factor authentication coverage, cybersecurity awareness, and formal risk management.

"I really appreciated the module on data governance. The information was presented very clearly, and it was so helpful to understand the different roles that everyone plays in data management. It was especially helpful to reinforce the message that agencies have agency over and ownership of their own data."

HART Hubs

Our members are helping lead the development of Ontario’s new HART Hub pilot, bringing their expertise and community knowledge together to meet local needs. Across Ontario, twenty of our members are putting their expertise into action as HART Hub leads or partners, helping expand access to MHA treatment, supportive housing, and innovative approaches to care.

We continue to advocate for HART Hubs as part of a strong, connected continuum of MHA care, alongside other pathways to treatment, harm reduction, recovery, housing, and MHA supports. We are also working with government and community partners to ensure the HART Hub model complements the broader continuum of MHA services people rely on.

Together with our members, we are helping shape a more responsive MHA system that meets people where they are and connects them to the support they need.



Financials

Statement of Operations
for the year ended March 31, 2026

	2026	2025
Revenues		
Special project grants (Note 7)	\$ 1,294,400	1,094,400
Membership fees	855,534	855,614
Ministry of Health operating grant	617,731	617,731
AMHO Conference	279,095	170,170
Investment income, donations, and other	30,387	18,746
Charitable gaming revenues (Note 8)	13,434	69,251
	3,090,581	2,825,912
Expenses		
Salaries and benefits	1,444,358	1,468,828
Policy and systems transformation	655,348	525,652
AMHO Conference	244,165	153,603
Operations	223,777	216,826
Public affairs and communications	189,135	99,581
Member services	141,242	209,218
Charitable gaming activities (Note 8)	13,434	69,251
	2,911,459	2,742,959
Excess of revenues over expenses	\$ 179,122	82,953

Directors

Thank you to all our directors for their dedication to AMHO, to our vision, and for their many contributions over the past year.

Lori Spadorcia Chair	Alyssa Gremmen Director
Kristin Kerr Vice-Chair & Chair of the Governance Committee	Mohamed Badsha Director
Penny Marrett Treasurer & Chair of the Audit and Finance Committee	Suzanne Obiorah Director
Regan Anderson Director	Anthony Esposti Director
Mike Beauchesne Director	Marie-Andrée Carrière Director
Mark MacAulay Director	Siu Mee Cheng Director
	Kim Baker Director

Thank You

We extend our heartfelt thanks to our member organizations, community health organization partners, 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.



amho.ca

AMHO is a membership-based not-for-profit organization focused on building a comprehensive and connected mental health, substance use health and addictions system in Ontario.

Together, we represent 150 addictions and mental health organizations across Ontario and more than 50,000 health care workers.