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ANNUAL
REPORT



2019-2020 Together in Challenging Times

At the beginning of the year, I received this comment from a member that has truly resonated with me as I reflect upon 2020 -- "AMHO is like a lighthouse and we are the boats...you're able to focus us on key issues and trends." AMHO takes the role of supporting our members very seriously and I hope you see this too as we help you navigate the waters of the COVID-19 pandemic. Through it all, the guidance from AMHO's board has been tremendous and I want to give a big thank you to Carol Lambie, our outgoing Board President, for her incredible guidance and vision as she completes her term as head of the board. Know that together, we will get through this storm and emerge stronger on the other side!



ASp
Adrienne Spafford
Chief Executive Officer

MESSAGE FROM CEO & BOARD PRESIDENT

The Board of Directors at AMHO is made up of members like you and we know the major changes in the health system, especially the arrival of COVID-19, has left you needing your association more than ever before. We are proud to have launched our 3-year strategic plan that is action-oriented, bold, and achievable to better support you throughout the pandemic and beyond. To advocate on your behalf for the best addiction and mental health system, anywhere. Along with Adrienne, I want to express my thanks and gratitude to our outgoing Board members who have contributed so much over the years and have been extraordinary champions for the sector: Vaughan Dowie, Betty-Lou Kristy, Steve Lurie, Robert Moore, and Paula Reaume-Zimmer. Thank you. And thank you to the members for the unwavering care you provide to your clients. Remember, AMHO is here to support you every step of the way!

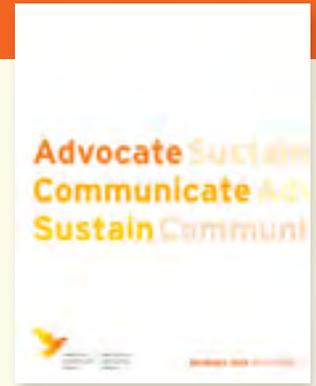


Lambie
Carol Lambie
President,
Board of Directors



LAUNCHING AMHO'S STRATEGIC PLAN 2020-2023

AMHO released a new, three-year **Strategic Plan** with a refreshed vision: "The best addiction and mental health system, anywhere", along with an updated mission: "To lead change that will revolutionize the addiction and mental health care experience for people in Ontario." The plan, which was finalized in March 2020 and released to the members in July 2020, is bold, action-oriented and achievable.



Read the full strategic plan [here](#).

Each year, we will evaluate our success based on three priorities:

- 1 Advocate for quality services and evidence-informed public policy.
- 2 Foster effective communications between Addictions and Mental Health Ontario, our membership, and government.
- 3 Align our organization to sustainably deliver on its priorities.

The strategic plan was developed in consultation with AMHO members, staff, people with lived experience, families and caregivers, partners, system leaders, and our Board. Together, we can take steps to dismantle barriers to care for those experiencing addiction and mental health challenges, and ensure that we are working towards an integrated, connected, and equitable system where no one falls through the cracks, and everyone is receiving the care they need, when they need it.

BRINGING GOVERNMENT AND OUR MEMBERSHIP TOGETHER

Engaging with the Ontario government and positioning us to be an expert voice in mental health and addiction to Queen's Park continue to be top priorities for AMHO. AMHO's CEO Adrienne Spafford, board members, and senior staff engaged with government via meetings, letters of advocacy, and participation in groups such as the COVID-19 Collaboration Table, Mental Health and Addiction Council, and Service Resolution Table. AMHO also made an appearance in front of the Standing Committee on Public Policy at Queen's Park to provide our support of **Bill 116, Foundations for Promoting and Protecting Mental Health and Addictions Services Act, 2019**, which established the new Mental Health and Addictions Centre of Excellence as a central nervous system of the sector.



Adrienne Spafford (AMHO CEO) and Christine Elliott (Deputy Premier and Minister of Health) at AMHO's 2019 Fall Leadership Forum.

A testament to AMHO's strong relationship with Queen's Park was the number of government representatives who attended the 2019 Fall Leadership Forum. This gave members a great opportunity to interact with the Interim Executive Lead at the Centre of Excellence in Mental Health and Addictions, Lee Fairclough, and listen to remarks by Deputy Premier and Minister of Health Christine Elliott, Associate Minister of Mental Health and Addictions Michael Tibollo, and Assistant Deputy Minister of Mental Health and Addictions Karen Glass.



Carol Lambie (Board Chair & President) and Michael Tibollo (Associate Minister of Mental Health and Addictions) at AMHO's 2019 Fall Leadership Forum.



TOGETHER

WE CAN

The 2019 Fall Leadership Forum allowed AMHO to have in depth discussions with our members, gather feedback, and build momentum towards the release of our 2019 budget campaign, **Together We Can**. This campaign amplified the voice of our membership and commanded government's attention towards the importance of investment in community-based addiction and mental health services, a call to mobilize the Mental Health and Addictions Centre of Excellence to establish a comprehensive and connected system, and meaningfully engage with people with lived experience.



Read the full budget submission [here](#).

AMHO'S FIRST

QUEEN'S PARK DAY

In February, following the release of **Together We Can**, AMHO hosted our first ever Queen's Park Day! The goal of this day was to meet with and engage key decision makers in government, draw their attention to AMHO's budget submission, and reiterate the mental health and addiction challenges in Ontario with a call to action to invest in community services. It was an eventful day of advocacy for AMHO as meetings were held with 20 Ministers, MPPs, and their staff.



For Queen's Park Day Betty-Lou Kristy (Board Member), Adrienne Spafford (AMHO CEO), and Carol Lambie (AMHO Board Chair & President) meet with Christine Elliott (Deputy Premier and Minister of Health, second from left).

The evening reception welcomed staff and clients from over 20 AMHO member organizations across Ontario, along with over 40 Ministers, MPPs, and their staff. Messages of welcome were extended by Deputy Premier and Minister of Health Hon. Christine Elliott, Associate Minister of Mental Health and Addictions Hon. Michael Tibollo, Official Opposition NDP Health Critic MPP France G elinas, Interim Liberal leader MPP John Fraser, and Green Party leader MPP Mike Schreiner. Members from all parties agreed that we need to make building a comprehensive mental health and addiction system in Ontario a priority.



Adrienne Spafford (AMHO CEO) meets with Bhutika Karpoche (MPP and NDP Critic of Mental Health and Addiction) during AMHO's Queen's Park Day.



Carol Lambie (Board Chair & President) with AMHO members Lori Spadorcia (Senior Vice President, Public Affairs, Partnerships and Chief Strategy Officer, CAMH), Alisha Tharani (Executive Director, Mental Health Partners), and Catherine Zahn (President and CEO, CAMH).



An integral part of AMHO's work is to offer support to our membership and be their collective voice in advocacy to influence Queen's Park towards the best addiction and mental health system. Our latest survey showed our members give AMHO a **98% satisfaction** rating!



SUPPORTING OUR MEMBERS

IN COVID-19 PANDEMIC

RESPONSE

The arrival of the COVID-19 pandemic put a huge strain on the health system, including mental health and addiction providers who were already under stress. Understanding that members would need AMHO more than ever to support their critical work at the front line, AMHO leapt into action to pivot member service delivery and advocacy to COVID-19 response.

In order to support members and provide timely information, AMHO:

- Increased the frequency of member bulletins to at least **once per day**
- Increased the frequency of member webinars to at least **once per week**
- Provided analysis of government relief announcements **within 24 hours**
- Provided access to experts for advice, such as infection, prevention and control specialists, and lawyers
- Provided members with living documents such as FAQ and government financial relief measures
- Collected member questions and acted as the voice of our membership to get answers from government

On behalf of our membership, AMHO successfully influenced government to:

- Implement temporary pandemic pay
- Release emergency COVID-19 relief funding for the sector
- Better, cheaper, and more timely access to personal protective equipment

IN 2019/2020 AMHO

HAD
35+
MEETINGS
WITH GOVERNMENT

PROVIDED
63
MEMBER
BULLETINS

AND HOSTED
15
MEMBER
WEBINARS

SUPPORTING OUR MEMBERS

IN HEALTH SYSTEM

TRANSFORMATION

The healthcare landscape in Ontario continued to change this year with the adaptation of Ontario Health Teams, the clustering of 14 Local Health Integration Networks into 5 geographical regions, and the establishment of a mental health and addiction division within the Ministry of Health. Through it all, AMHO has kept members informed and shared resources and tools to help build their collaboration capacity and adapt to the changing healthcare sector.

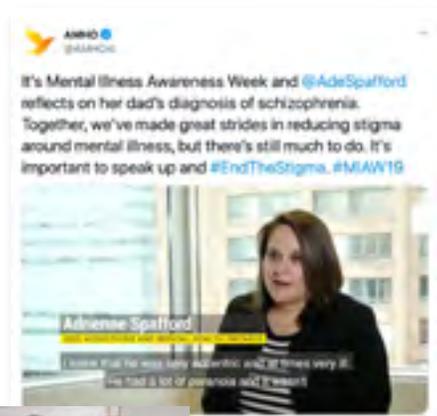
ENGAGING WITH YOU

ON SOCIAL MEDIA

AMHO had an amazing year engaging in social media campaigns that reached over 2 million people with over 700 mentions. Our focus was on tackling the stigma of addiction and mental health, creating awareness of the spectrum of excellent supports and services available at our member organizations, and the tremendous need for action by governments to make smart, strategic investments in our sector.

From participating in Bell Let's Talk Day and Mental Health Awareness Week, we amplified our voice in the mental health space and advocated on behalf of members and clients.

Our members, ministers, and MPPs from across all parties at Queen's Park joined in on the social media action, too! Check out some of the great photos!



View Adrienne's video [here](#).



For Bell Let's Talk Day in January, MPP Deepak Anand visits AMHO member Peel Addiction Assessment and Referral Centre (left), MPP Roman Baber visits AMHO member Addiction Services for York Region (centre), and MPP Sam Oosterhoff visits AMHO member Niagara Distress Centre (right).



EVALUATING THE NEED

FOR PRESCRIPTION

DIACETYLMORPHINE

IN ONTARIO

Diacetylmorphine, or prescription heroin is one strategy to respond to the opioid and overdose crisis. However, barriers currently exist making the practice, particularly accessing the required medication, very challenging. Injectable opioid agonist treatment (iOAT) provides pharmaceutical grade opioids for injection for people with opioid dependence. It is a safe, evidence-based and cost-effective treatment option for people with opioid dependence who have been failed by other treatment options. AMHO is currently undertaking a project on behalf of Health Canada to provide information to assist provinces and territories, along with health authorities in determining whether iOAT programs are the appropriate intervention for their jurisdiction.

To date, the project has engaged over 100 representatives from across Ontario, an advisory panel of leaders in the field, and people with living experience.

Using the information gathered, the advisory committee has identified key knowledge transfer priorities:

- Advocate for central role of people with lived/living experience in planning, development, implementation, & evaluation of iOAT programs;
- Broaden support for iOAT in Ontario;
- Advocate for appropriate listing of iOAT meds on the Ontario Drug Benefit (ODB) formulary;
- Support efforts for a domestic producer of diacetylmorphine;
- Support prescriber engagement in iOAT;
- Support the development and implementation of evidence-based iOAT programs;
- Influence research priorities related to iOAT.

Work is now underway to create knowledge translation materials to be shared back with representatives at Health Canada, the Mental Health and Addictions Centre of Excellence, at upcoming conferences, and other opportunities to begin the knowledge translation process.



**STRUCTURED
PSYCHOTHERAPY
FOR SUBSTANCE USE
ENVIRONMENTAL SCAN**

As part of our annual workplan with the Ministry of Health, AMHO conducted an environmental scan of structured psychotherapy programs to support the potential future development of an Ontario Structured Psychotherapy (OSP) Program for Alcohol Use Disorder. The environmental scan focused on identifying existing programs and determining evidence-based best practices. The scan included information from interviews with subject matter experts, including people with lived/living experience. AMHO is hopeful that with this environmental scan, we will be able to assist health system planners with incorporating addiction treatment into the existing OSP program, filling a significant gap in our health care system.

Read the Snapshot [here](#).

**RESIDENTIAL
TREATMENT
OF ADULT
SUBSTANCE USE**



Addiction is a growing problem in Ontario, having a destructive impact on individuals, their families and communities. AMHO recommends that residential treatment services be organized and funded as part of a tiered model of care. The **Residential Treatment of Adult Substance Use Disorders Snapshot** captures statistics, recommendations, and more based off of AMHO's **Residential Treatment of Adult Substance Use Disorders position paper** released in July 2019. This snapshot and position paper help give a voice to people struggling with addiction and the service providers who offer support and care.

AMHO released two Snapshots exploring current issues and providing short summaries outlining evidence, examples, and policy recommendations on topics that are essential to improving the mental health and addiction system.

This policy snapshot, ongoing advocacy, and regular meetings at Queen's Park helped shape the contents of the government's mental health and addiction strategy. AMHO met with Health Minister Christine Elliott to discuss the importance of investments to support its implementation and was a key leader in attendance at the release of the strategy. The government's plan is titled **Roadmap to Wellness** and lays out several pillars necessary to building a comprehensive mental health and addiction system. Several pillars including building up core services, focusing on a clear measurement framework, and collecting robust data clearly mirrored AMHO's snapshot of recommendations.

**AMHO'S RECOMMENDATIONS
INFLUENCE ONTARIO'S
MENTAL HEALTH
AND ADDICTION
STRATEGY**

The demand for mental health and addiction services is growing and changing across Ontario and the healthcare system is struggling to keep up. Too often, people go without the care they need. AMHO's **Recommendations for Ontario's Mental Health and Addiction Strategy Snapshot** shares our vision for a thriving mental health and addiction strategy.



Read the full recommendations [here](#).

With a commitment of \$3.8 billion in new mental health and addiction funding from the government and the establishment of the Mental Health and Addictions Centre of Excellence, AMHO sees a real opportunity to build on the pockets of excellence and good alignment across the province developed by members in order to effectively address the addiction and mental health crisis in Ontario.

Read all of AMHO's Snapshots online at amho.ca/snapshots



THE IMPORTANCE OF QUALITY IMPROVEMENT

The Excellence through Quality Improvement Project (E-QIP) promotes and supports the use of evidence-based assessment tools to do quality improvement (QI) and aims to improve mental health and addiction (MHA) care in the community. The E-QIP partners support agencies to use standard databases (Ontario Perception of Care OPOC, Ontario Common Assessment of Needs OCAN) to improve care for people with a mental illness and/or an addiction through:

- QI and data project coaching
- Communities of Practice (CoPs)
- Trainings including Foundations to Quality Improvement – IDEAS, governance and leadership board training and QI webinars

E-QIP 3.0 OUTCOMES

12 agencies submitted the first MHA quality improvement plans (QIP) to each other using a standard template

25 agencies supported with their quality improvement (QI) projects

12 webinars attended by 583 participants

Getting to the root causes of a problem by using a Fishbone quality improvement tool.



Since the arrival of COVID-19, E-QIP assisted agencies to document the innovations made to service delivery using a QIOnTheFly template. Agencies moved quickly to virtual delivery, rapidly testing their change ideas. The template ensured a recording of the activity and outcomes for future use including accreditation. Read about the adaptations on the E-QIP website at www.e-qip.ca.

BOARD OF DIRECTORS 2019/2020

Carol Lambie President
Nancy Chamberlain Vice President & Chair of the Governance Committee

Brad Davey Treasurer & Chair of the Audit and Finance Committee

Garry Laws Secretary

Natalie Aubin Director

Nick Boyce Director

Vaughan Dowie Director

Betty-Lou Kristy* Director

Johanne Levesque Director

Steve Lurie Director

Robin McAndrew Director

Robert Moore* Director

Paula Reaume-Zimmer Director

Elizabeth Price Director



The AMHO Board of Directors meetings have gone virtual!

First row - Adrienne Spafford (AMHO CEO), present but not on video, Bree Grenon (Executive Assistant to the CEO and Board Liaison), Steve Lurie (Director), Elizabeth Price (Director).

Second row - Carol Lambie (President), Brad Davey (Treasurer), Johanne Levesque (Director), Vaughan Dowie (Director).

Third row - Natalie Aubin (Director), Garry Laws (Secretary), Paula Reaume-Zimmer (Director), Nancy Chamberlain (Vice President & Chair of the Governance Committee).

Fourth row - Present but not on video, Robin McAndrew (Director). Absent from this meeting was Nick Boyce (Director), Betty-Lou Kristy (Director), and Robert Moore (Director).

**Now retired or resigned due to conflict of interest*

THE VALUE OF AN AMHO MEMBERSHIP



ADVOCACY AND GOVERNMENT RELATIONS

Through engagement with MPPs, Ministry officials, the media and other health sectors, AMHO advocates for a more comprehensive and accessible system of addiction and mental health care.



EDUCATION, EVENTS AND NETWORKING OPPORTUNITIES

Members can learn, meet and share ideas at our Annual Conference, bi-annual Community of Practice meetings, webinars and topical seminars throughout the year.



UP-TO-DATE INFORMATION AND RESOURCES

AMHO knows what is happening in the sector, the system and in government, and provides members with analyzed, concise and up-to-date information on the issues.



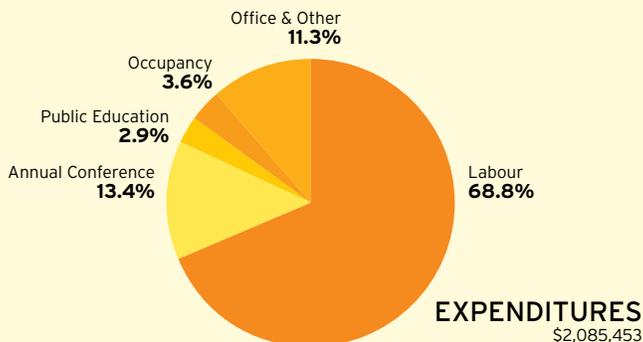
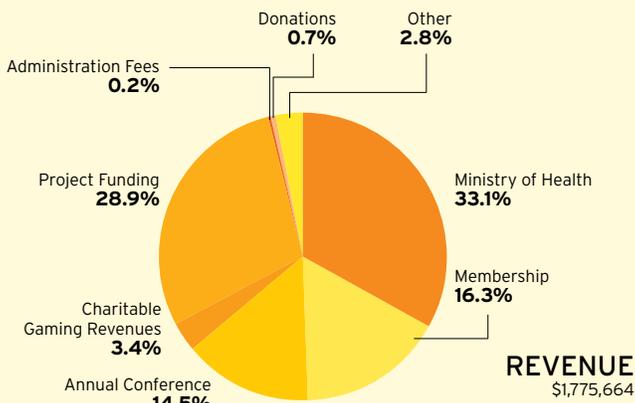
GROUP BENEFITS AND INSURANCE RATES

Keep your staff healthy and safe with a comprehensive health and dental plan at a highly competitive rate through AMHO's group benefits plan.

Reach out to membership@amho.ca to learn more.

STATEMENT OF REVENUE & EXPENSES

for the year ended March 31, 2020



Approved by the Board of Directors. Audited Financial Statements and the Notes to the Statements can be requested by emailing info@amho.ca.

ABOUT AMHO

AMHO represents 200 addiction and mental health organizations in Ontario. Our members provide services and supports that help Ontarians across the province with their recovery, including community-based counselling and case management, peer support and consumer run businesses, residential treatment, withdrawal management, supportive housing, harm reduction, and hospital-based programs.

As the collective voice of our members, we provide leadership and engage partners to build a comprehensive and accessible system of addiction and mental health care, and improve the well-being of individuals, families, and communities in Ontario. We do this through policy work, advocacy initiatives, service development, knowledge exchange, education offerings, and quality improvement work.

CONTACT

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twitter.com/AMHont facebook.com/AMHont

AMHO thanks each of our members for their ongoing engagement and support. We gratefully acknowledge the financial support of the Ministry of Health, Health Canada, and our generous donors.



Addictions &
Mental Health
Ontario

Dépendances &
santé mentale
d'Ontario