



**City of Kingston
Information Report to Council
Report Number 19-169**

To:	Mayor and Members of Council
From:	Peter Huigenbos, Acting Commissioner, Community Services
Resource Staff:	Sheldon Laidman, Director, Housing & Social Services
Date of Meeting:	June 18, 2019
Subject:	Addictions and Mental Health Services – Update on Changes

Executive Summary:

Addictions and Mental Health Services – Kingston Frontenac Lennox and Addington (AMHS-KFLA) are transforming their service delivery model in response to an investigation by the South East Local Health Integration Network (SE-LHIN), and a subsequent Investigator's Report. According to AMHS-KFLA, the report indicated that the agency had drifted from its mission and was no longer delivering on its mandate. It indicated the need to address clinical, financial, leadership and governance concerns.

On May 21, 2019, Kingston City Council passed a motion directing staff to report back with information on how the proposed AMHS-KFLA changes will impact the supply of affordable and supportive housing, as well as the City's commitment to ending homelessness.

AMHS-KFLA has indicated in its plans to sell some of their properties through a future process. Related to housing, the first phase of the agency's property divestment plan involves relocating all current clients from three existing locations to their newly built 35 Lyons Street project. This is a total of 25 clients that will move into 35 Lyons Street, which has 43 total units. The three existing locations, once all clients have been relocated, would be sold according to AMHS-KFLA.

The City of Kingston, as the Service Manager for housing and homelessness services, is working with AMHS-KFLA staff to finalize the 35 Lyons Street project for occupancy this summer. The project is a recipient of \$2.74M in provincial housing funding and includes 23 affordable housing units. All 43 units will include a 24/7 inter-professional care team providing wraparound services to their clients. With the 25 existing clients moving into 35 Lyons Street, 18 units will be left available for AMHS-KFLA to house additional clients.

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City staff are in an ongoing dialogue with the AMHS-KFLA leadership team regarding their housing services transition plan. AMHS-KFLA have assured City staff that they are committed to supporting efforts by the City of Kingston and housing partners to maintain and, where possible, create more affordable housing. The intent of the agency's transition plan is to provide a better wraparound service to clients, increase outreach services, expand counseling and therapy services, reduce their access to care waitlists and provide greater access to services. AMHS-KFLA has indicated to City staff that this will provide appropriate support to clients that are currently at risk of being homeless or are currently homeless.

City staff are currently undertaking a mandated midpoint review of the 10-Year Municipal Housing and Homelessness Plan. Supportive and transitional housing services in the community have been identified as a priority in this review. The transition plan at AMHS-KFLA is being taken into consideration in the 10-Year Plan review and City staff will report back to the Housing and Homelessness Advisory Committee on the 10-Year Housing and Homelessness Plan update by late 2019.

Recommendation:

This report is for information purposes only.

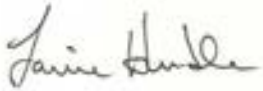
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Authorizing Signatures:



**Peter Huigenbos, Acting Commissioner,
Community Services**



**Lanie Hurdle, Acting Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Gary Dyke, Commissioner, Corporate Enterprise Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:**AMHS-KFLA - Restructuring**

In December 2018, the SE-LHIN Board of Directors appointed a Health Service Provider Supervisor to oversee AMHS-KFLA.

This appointment was in response to an investigation by the SE-LHIN in 2017/2018 and a subsequent Investigator's Report in 2018. In accordance with section 21.2 of the Local Health System Integration Act (LHSIA), 2006, as amended, the Supervisor assumed the powers and responsibilities of AMHS-KFLA Board and Chief Executive Officer, until such time that the LHIN Board terminates the order.

In response to the Investigator's report, AMHS-KFLA is currently transforming their service delivery model and has shared a variety of updates (Exhibits A, B and C) to community partners on the changes to the overall clinical model, staffing and related programs and services, including housing services. The transformation process is aimed at aligning more resources from the existing budget to direct client care and an expansion of the workforce; no funding cuts have been made.

On May 21, 2019, Council provided the following direction to staff:

That Council direct staff to report back with information on how the proposed changes will impact the supply of affordable and supportive housing as well as the City's commitment to ending homelessness on June 18, 2019; and

That Council direct staff to report back with recommendations and options for supportive housing to the Housing and Homelessness Advisory Committee later in 2019.

AMHS-KFLA – Change in Housing Services

The City of Kingston is the Service Manager for housing and homelessness services in the Kingston and Frontenac area. The work of the service manager is guided by the 10-Year Housing and Homelessness Plan that identifies objectives, targets and related actions to address housing and homelessness issues. This plan also guides the funding and service orientation related to housing programs and homelessness services.

As identified in a memo from AMHS-KFLA to the community on May 24, 2019 (Exhibit B), and amended on May 31, 2019 (Exhibit C), the agency currently owns and manages a variety of properties in the KFL&A area. As part of its transition plan, AMHS- KFLA intends to divest a portion of their properties. This process is taking place in two phases and according to AMHS-KFLA it will result in better wraparound case management for clients that require this type of support. Their stated intent is to ensure no tenants are left homeless by any of these changes.

The implementation of phase one has started and includes the sale of two administrative buildings that the agency indicates have never been used as a residence. Phase one also includes the relocation of clients currently in the group homes at their West, John and Albert Street locations (25 clients in total) to the newly built 35 Lyons Street property. AMHS-KFLA has

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indicated that the West, John and Albert Street properties will be sold after all the clients have moved and the buildings are vacant.

Through three separate funding agreements totalling \$2.74M, the City is supporting the 35 Lyons Street project with funding from the provincial Investment in Affordable Housing (IAH) and Social Infrastructure Fund (SIF) in exchange for 23 affordable units out of the 43 total units. This building is projected to be ready for occupancy in July of 2019 and will have a 24/7 inter-professional care team providing wraparound service to their clients.

The City is also providing rent supplements to all 47 tenants in the 31 Lyons Street property adjacent to 35 Lyons Street, also owned by AMHS-KFLA. AMHS-KFLA has committed to keeping this building in their housing portfolio.

AMHS-KFLA owns additional properties in the community where it is serving as an affordable housing landlord. As identified in Exhibits B and C, phase two of the change in housing services will include divesting of these properties to partners in the community that are interested and suitable in continuing to operate these buildings. AMHS-KFLA has indicated that it will be undergoing thoughtful, direct conversations with partners interested in ensuring these buildings remain as affordable housing stock and it will not proceed to sell the buildings in phase two if there is no guarantee of housing continuity for existing tenants.

10-Year Municipal Housing and Homelessness Plan – 2019 Midpoint Review Process

As Service Manager for housing programs, Housing & Social Services staff are undertaking a legislated review of the 10-Year Municipal Housing and Homelessness Plan for the City of Kingston and County of Frontenac. In addition to the required midpoint plan update process as outlined by the Ministry of Municipal Affairs and Housing, the Housing & Homelessness Advisory Committee (HHAC) identified two specific focus areas for the review in the fall of 2018 being 1) supportive and transitional housing and 2) housing and homelessness in the indigenous community. As part of the review process on March 21, 2019, the HHAC heard from eight local supportive and transitional housing providers, including AMHS-KFLA, and learned about the supportive and transitional housing challenges and opportunities in the community. As part of the review process, City staff will continue the conversation with supportive and transitional housing partners to identify future needs for the sector and the future role of the service manager. The proposed changes at AMHS-KFLA will be taken into account in this midway review of the 10-Year Plan.

Based on the information provided by AMHS-KFLA in various communications between the AMHS-KFLA Supervisor and City staff, it is understood that the intent of the agency's transition plan is to provide a better wraparound service to clients, increase outreach services, expand counseling and therapy services, overall provide greater access to services, and reduce their access to care waitlist. It is intended that this will provide appropriate support to clients that are currently at risk of being homeless or are currently homeless.

Conclusion and Next Steps

Based on the information provided by AMHS-KFLA to the City of Kingston regarding the transition plan of the agency, including the housing services transition and the changes in the

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clinical model, the net supply of supportive and affordable housing will not be affected at this time. AMHS-KFLA has assured City staff and indicated in various public communications that it is committed to supporting efforts by the City of Kingston and housing partners to maintain, and where possible, create more affordable housing stock.

City staff are in an ongoing dialogue with the AMHS-KFLA Supervisor regarding the 35 Lyons Street project finalization, their phase one and phase two housing transition plan, and their part in the 10-Year Housing and Homelessness Plan review. Staff will report back to the Housing and Homelessness Committee as part of the 10-Year Plan update process in late 2019.

Existing Policy/By-Law:

10-Year Municipal Housing and Homelessness Plan for the City of Kingston and County of Frontenac

Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

Financial Considerations:

Capital funding has been provided for both the AMHS-KFLA 31 Lyons Street and 35 Lyons Street properties where they are obligated to provide affordable housing units by agreement. Both these buildings are being kept in the AMHS-KFLA housing portfolio. The only ongoing subsidy or funding provided to AMHS-KFLA is for 47 rent supplement units at 31 Lyons Street.

Contacts:

Sheldon Laidman, Director, Housing & Social Services 613-546-4291 extension 4957

Other City of Kingston Staff Consulted:

Ruth Noordegraaf, Manager, Housing and Childcare

Exhibits Attached:

- Exhibit A May 7, 2019 AMHS-KFLA Transformation Backgrounder and Update
- Exhibit B May 24, 2019 AMHS-KFLA Transformation Update – Housing & Recruitment
- Exhibit C May 31, 2019 AMHS-KFLA Transformation Update #3



Addiction & Mental Health Services | services de lutte contre les dépendances et de santé mentale
Kingston Frontenac Lennox & Addington

Memo/Note

Date May 7, 2019
To/Destinataire Elected Official Community Stakeholders
From/De Ann-Marie Kungl, Communication Lead, AMHS-KFLA
Subject/Sujet Transformation Backgrounder and Update

As you are likely aware, Addictions and Mental Health Services of Kingston, Frontenac, Lennox and Addington (AMHS-KFLA) is working to strengthen local mental health and addictions services and respond to a growing demand for care across our communities.

As AMHS-KFLA continues to implement a number of important changes, we want to ensure you receive accurate and up-to-date information about our agency's transformational changes – valuable information that you may need to support your staff and constituents.

While we have publicly posted updates on our website (available [here](#)), and are in communication with a broad range of partners, we are concerned about misinformation in the media and being issued by OPSEU, that may be distressing to clients and their families.

The purpose of this memo is to provide you with background information and additional context on how AMHS-KFLA is changing, what these changes mean for clients, their families and care partners, as well as staffing changes that impact union (OPSEU Local 489) and non-union employees.

Please do not hesitate to contact us if you have questions about the transformation currently underway. Our Communication Team is available to you and your staff should they need support in responding to constituent questions.

Background

For some time, AMHS-KFLA has not kept pace with advancements in addictions and mental health care and offered a broad range of services that are more appropriately provided by other community partners.

Previously, AMHS-KFLA was unable to be responsive to the needs of a growing number of people experiencing mental health and addictions challenges, many who have been waiting several years for the right kind of care.

The need for transformation began with an investigation, initiated by the South East Local Health Integration Network (South East LHIN) and subsequent Investigator's Report which was made public in September (2018). The report clearly indicated that the agency had drifted from its mission and was no longer delivering on its mandate. Moreover, that it was necessary to refocus and realign the financial, clinical, leadership and governance efforts of the agency to serve the people of Kingston, Frontenac, Lennox and Addington who need addiction and mental health care.

New Leadership

Karen Berti was identified as the South East LHIN-appointed Supervisor and given a mandate to address issues with a priority focus on enhancing care and service delivery to clients. Karen brings with her extensive knowledge and experience in advancing innovative and evidence-informed community care services in Ontario, and is a trusted leader stewarding the transformation underway.

AMHS-KFLA's transition is focused and time-limited. As appropriate, new leadership will be identified to sustain the organization and its reputation as a trusted mental health and addictions agency over time.

Broad and extensive consultations have and continue to occur as transformation plans are implemented over the next six months. We are shifting to offer evidence-informed models of care that have been proven to be most effective in promoting improved client outcomes and the recovery journey for clients we serve.

These changes will increase our core program capacity, enhance our clinical models of care and support access to clinical care for those who have been waiting (sometimes for years) for access to us.

Our Care Teams are Changing

As we change our care programs and services to better meet the needs of approximately 8,000 clients we serve, staff changes needed to occur. While we have some exceptional staff, our clinical care models needed to evolve to include a greater number of regulated roles.

Overall, our workforce changes have impacted union (OPSEU Local 489) non-union and management roles which no longer supported our refocused programs and services.

Through all transformation steps, AMSH-KFLA has operated in accordance with our collective agreement and met with OPSEU Local 489 representatives several times to confirm various organizational changes related to unionized staff and we continue to maintain open lines of communication with union representatives.

Recruitment Underway

At this time, we have begun hiring in effort to recruit over 50 positions, of which 45 are projected to be unionized roles.

We are adding more regulated health professionals (such as Registered Nurses, Nurse Practitioners and Psychiatrists), expanding teams with addictions counselling and therapy providers, and will be introducing a new Peer Navigator role which will bring an individual with lived experience to our staff team.

Overall, we are creating inter-professional teams that can address all aspects of a client's needs and recovery, and ensure our staff have access to resources they need.

Improved Access and Levels of Care

AMHS-KFLA has been working closely with our funding, clinical and treatment partners and other community services to understand how we can best fit within the overall support system for this community and provide the most appropriate access. Partner conversations are ongoing as we refine the future state design of some of our programs and services.

All changes being made are aligned to improving more timely access to broader care services and supports for clients and their families. Some of these changes will eliminate very long waiting lists, provide access to care for more people that need our services, and overall offer our communities better addictions and mental health care.

The following is a list of some of the client-centered improvements aimed at enhancing levels of care, client engagement, and reducing, if not eliminating service wait lists:

- Specialized rehabilitation within a unique housing model of care for clients needing wrap-around services 24 hours a day, 7 days a week (underway).
- A new centralized intake and booking process to make it easy for clients and caregivers to change appointments (coming soon).
- The relocation of all downtown Kingston services to 552 Princess Street (completed).
- Extended hours of operation for some services to provide greater access and reduce wait lists (coming soon).
- The hiring of regulated health care professionals, the introduction of a new peer navigator role and greater access to psychiatry (underway).
- Increasing services tailored specifically to youth (coming soon).
- Offering outreach services in the community and rapid re-entry to services when required (coming soon).

- Increased access to service for people who live in rural areas (recruitment underway).
- Expanded counselling and therapy services (recruitment underway).
- Launch of a Client and Family Advisory Committee (planning stage).

Changes to How Programs are Offered

As we refocus and enhance addictions and mental health services, we will continue to work with partners, clients, families and staff to look at ways to support access to community programs and services that are not appropriate to continue to be offered by us.

Housing

In no way do the changes being implemented leave any tenant homeless. In fact, for clients that need wrap-around care (24 hours a day/7 days a week), we are supporting their transition from a group home setting to a newly renovated, customized building.

Housing at 35 Lyons Street - New Specialized Rehabilitation

We are very excited about the renovations taking place at 35 Lyons street which will soon be accessible to clients we serve that need specialized rehabilitative support. As clients and their families plan for the move to 35 Lyons, we are supporting their transition needs and engaged them in personalizing their space through the selection of household items such as bedding and towels.

Photos and details of this unique space will be shared with the public and partners in the near future. Should you be interested in more information specific to this site and care model, please let our Communications Team know and we will keep you apprised of our future ribbon cutting ceremony and opportunities to tour the space.

Vocational Rehabilitation Program

AMHS-KFLA is winding down the vocational rehabilitation program. As shared with referring partners, changes are being implemented in a phased approach with the overall program concluding June 28, 2019. Through May and June our vocational rehabilitation staff team will be focused on supporting current clients with their individualized care plans.

At this time AMHS-KFLA is no longer accepting community referrals for vocational rehabilitation and will continue to work with partners to look at ways to support access to services through other existing community resources.

AMHS-KFLA values the role of vocational rehabilitation in supporting the recovery journey of those we serve, and it will remain a critical part to many of our existing programs.

On a go forward, our approach to offering vocational rehabilitation services to our clients will look different as it becomes integrated into the role of our Case Managers as part of a holistic approach to client care.

Counselling and Treatment Services

We are expanding counselling and treatment services from a program of four staff to six across our communities to create access to this service in Sharbot Lake, Verona, and Kingston. The team's new model of care will reflect an evidence-informed practice approach of brief counselling and will move from a historical model that was not client goal-focused.

This change is in alignment to other addictions and mental health agencies that have adopted similar counselling and treatment models. Our structured psychotherapy model will offer goal-directed, time-limited sessions. It a model of care proven to be more effective in promoting improved client outcomes and a client's recovery journey and will allow for timely and seamless access to service across all of our communities.

Ongoing Communications

At a time when we are seeing a lot of miscommunication, which could be distressing to clients and their families, please do not hesitate to contact me if you have questions about the transformation underway or need support in getting your constituents accurate information. I can be reached at akungl@amhs-kfla.ca or by phone at 613-532-2348.

Additionally, the following is provided to assist you in accessing various information or reaching a member of our care team.

To set a meeting or call with Karen Berti, contact Debbie Jones, Acting Executive Assistant via djones@amhs-kfla.ca or 1-613-544-3554

To connect with a member of our care team, call the main office at 613-544-1356 Monday to Friday 8:30 a.m. to 4:30 p.m.

Access the current message to clients, families and care partners, click [here](#)

View AMHS-KFLA externally posted careers [here](#)

Submit questions related to changes via info@amhs-kfla.ca

Reach the Communication Team's general mailbox at 613-544-9210

As a valued care partner, thank you for your patience and support as we work to enhance clinical models of care across our region.

We believe changes in our models of care and the new mix of skills in our workforce will better support clients, their families and the community as we will be able to provide better care, more access to services and support, and lead well in this community when it comes to addictions and mental health.

cc. Karen Berti, Supervisor, AMHS-KFLA
Paul Huras, Chief Executive Officer, South East LHIN
Amber Gooding, Acting Director, Communications and Engagement, South East LHIN



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Kingston Frontenac Lennox & Addington

Memo/Note

Date May 24, 2019 (Update to May 7th Memo #1)
To/Destinataire Elected Official Community Stakeholders
From/De Ann-Marie Kungl, Communication Lead, AMHS-KFLA
Subject/Sujet Transformation Update – Housing & Recruitment

As AMHS-KFLA continues to implement a number of important changes, we want to ensure you receive accurate and up-to-date information – valuable information that you may need to support your staff and constituents.

We continue to be concerned about misinformation in the media and being issued by OPSEU that may be distressing to clients, their families and partners. It is important that you reach out to AMHS-KFLA directly if you have any questions as to changes underway.

Your support, patience and trust are important to our care team and the clients we serve. Our guiding principle for all changes being considered and implemented is that our transformation supports our clients first and foremost.

In follow-up to the memo distributed to you on May 7th, please read the following to assist in addressing misinformation and update you on recruitment underway and our housing program.

Addressing Misinformation

Budget

Are changes at AMHS-KFLA occurring due to budget cuts?

No. AMHS-KFLA has had no cut to its budget. Changes we are making are aligning more dollars from our existing budget to direct client care and an expansion of our workforce that will result in greater outreach to our rural communities.

As shared in the May 7th memo, AMHS-KFLA has historically not kept pace with advancements in addictions and mental health care and offered a broad range of services that are more appropriately provided by other community partners. As a result, AMHS-KLFA was unable to be responsive to the needs of a growing number of people

experiencing mental health and addictions challenges, many who have been waiting several years for the right kind of care.

Consultation

How are changes being informed?

Broad and extensive consultations have and continue to occur as transformation plans are implemented over the next six months. All changes have been informed in part by the Investigator's Report (September 2018) initiated by the South East Local Health Integration Network (South East LHIN). The report indicated that the agency had drifted from its mission and was no longer delivering on its mandate.

A transformation team is in place. We continue to meet with partners to consult on opportunities to embed staff where they have the greatest opportunity to connect with clients across our communities to ensure timely access to programs and services, and enable appropriate client diversion from interactions with police, court services, emergency departments visits and unnecessary hospitalizations.

Staffing

How are you expanding services when you have laid off staff?

While we have some exceptional staff, our clinical care models needed to evolve to include a greater number of regulated roles. Our workforce changes have impacted union (OPSEU Local 489) non-union and management roles which no longer supported our refocused programs and services.

As you may be aware, we are hiring over 50 new roles of which 45 are union (OPSEU) positions. We are able to do this through redirecting existing dollars to client care.

I am pleased to share that we have received over **370 job applications** and have welcomed service partners to support spreading the news of opportunities with our care team.

Overall, we are adding more regulated health professionals (such as Registered Nurses, Nurse Practitioners and Occupational Therapists), increasing access to psychiatry and expanding teams with addictions counselling and therapy providers. In addition, AMHS-KFLA will be introducing Peer Navigators to bring individuals with lived experience to our staff team.

Housing

Will your housing changes put tenants at risk of being homeless?

In no way do the changes being implemented leave any tenant homeless. In fact, for clients that need wrap-around care (24 hours a day/7 days a week), we are supporting their transition from a group home setting to a newly renovated, customized building.

We are preparing a detailed update on our housing plans that will be shared in the coming week. In the meantime, please note the following information related to our facilities.

Administrative Buildings: AMHS-KFLA will sell two administrative (non-client/tenant) buildings in Kingston. These are empty buildings that have never been used as a residence. We have relocated all Kingston area office-based services to our 552 Princess Street Location.

Housing and Office Locations in Napanee: There are no plans to sell any of our buildings in Napanee.

John Street, Albert Street and West Street: These buildings house clients we serve. They are houses that have been converted group homes and do not best support our client's recovery journey. These clients will all be moving to 35 Lyons Street and John, Albert and West Street properties will be sold after all clients have moved and the buildings are vacant.

NEW Opening 35 Lyons Street - Specialized Rehabilitation**

We are very excited about the renovations taking place at 35 Lyons Street which will soon be accessible to clients we serve that need specialized rehabilitative supports.

As clients and their families plan for the move to 35 Lyons, we are supporting their transition needs and have engaged them in personalizing their space through the selection of household items such as bedding and towels.

We are adding housing stock for clients. This four-story building has 43 independent apartments. Overall this build increases future access to 18 more units for clients with severe mental illness. The building has been designed to include all safety, security and accessibility supports and enables staff to be centralized in one location versus three.

35 Lyons will be staffed with an interprofessional care team that will provide wrap around service (24 hours a day/7 days a week).

AMHS-KFLA is committed to supporting efforts by the City of Kingston and housing partners to maintain, and where possible, create affordable housing stock.

AMHS-KFLA does have properties in the Kingston area where we operate as a landlord. We are looking to partner with those interested in operating as a landlord so we can focus on direct-client care.

While we will start to explore opportunities to transition from being a landlord for some properties, there is no urgency or set timeline to this.

We will be undergoing thoughtful, direct conversations with partners interested in ensuring these buildings remain as affordable housing stock. AMHS-KFLA will not proceed to sell them if we do not have a guarantee of housing continuity for existing tenants.

Next Steps

More information on our overall housing plan will be provided and great progress is being made on a new centralized intake and booking process for our clients and their families.

Starting the week of May 27th clients, families and partners will notice new staff at our Napanee office reception, and partner conversations are ongoing as we refine the future state design of some of our programs and services.

Ongoing Communications

At a time when we are seeing a lot of miscommunication, which could be distressing to clients and their families, the following is provided to assist you in accessing various information and in reaching a member of our care team.

To set a meeting or call with Karen Berti, contact Debbie Jones, Acting Executive Assistant via djones@amhs-kfla.ca or 1-613-544-3554

To connect with a member of our care team, call the main office at 613-544-1356 Monday to Friday 8:30 a.m. to 4:30 p.m.

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Thank you for your patience and support as we work to enhance clinical models of care across our region.



Addiction & Mental Health Services | services de lutte contre les dépendances et de santé mentale
Kingston Frontenac Lennox & Addington

Memo/Note

Date May 31, 2019 (Update to May 24th Memo)
To/Destinataire AMHS-KFLA Partners
From/De Karen Berti, Supervisor
Subject/Sujet Transformation Update #3

As AMHS-KFLA continues to implement a number of important changes, we want to ensure you receive accurate and up-to-date information – valuable information that you may need to support your staff.

I continue to be concerned about misinformation in the media and being issued by OPSEU that may be distressing to clients, their families and partners. It is important that you reach out to me directly if you have any questions as to changes underway. I am committed to getting you the information you need and have been meeting directly with partners.

Your support, patience and trust are important to me, our care team and the clients we serve. Our guiding principle for all changes being considered and implemented is that our transformation supports our clients first and foremost.

The previous partner memo content has been updated to reflect changes to date.

Housing Plans

In no way do the changes being implemented leave any tenant homeless.

In fact, for clients that need wrap-around care (24 hours a day/7 days a week), we are supporting their transition from a group home setting to a newly renovated, customized building.

Phase 1

Administrative Buildings: AMHS-KFLA will sell two administrative (non-client/tenant) buildings in Kingston. These are empty buildings that have never been used as a residence. We have relocated all Kingston area office-based services to our 552 Princess Street Location.

Housing and Office Locations in Napanee: There are no plans to sell any of our buildings in Napanee.

John Street, Albert Street and West Street: These buildings house clients we serve. They are houses that have been converted group homes and do not best support our client's recovery journey. These clients will all be moving to 35 Lyons Street, and John, Albert and West Street properties will be sold after all clients have moved and the buildings are vacant.

NEW** Opening 35 Lyons Street - Specialized Rehabilitation

We are very excited about the renovations taking place at 35 Lyons Street which will soon be accessible to clients we serve that need specialized rehabilitative supports.

As clients and their families plan for the move to 35 Lyons, we are supporting their transition needs and have engaged them in personalizing their space through the selection of household items such as bedding and towels.

We are increasing access for clients. This four-story building has 43 independent apartments. Overall this build increases future **access to 18 more units for clients** with severe mental illness. The building has been designed to include all safety, security and accessibility supports and enables staff to be centralized in one location versus three.

35 Lyons will be staffed with an interprofessional care team that will provide wrap around service (24 hours a day/7 days a week).

Phase 2

AMHS-KFLA does have properties in the Kingston area where we operate as a landlord. We are looking to partner with those interested in operating as a landlord so we can focus on direct-client care.

While we will start to explore opportunities to transition from being a landlord for some properties, there is no urgency or set timeline to this.

We will be undergoing thoughtful, direct conversations with partners interested in ensuring these buildings remain as affordable housing stock.

AMHS-KFLA will not proceed to sell them if we do not have a guarantee of housing continuity for existing tenants.

Budget

AMHS-KFLA has had no cut to its budget. Changes we are making are aligning more dollars from our existing budget to direct client care and an expansion of our workforce that will result in greater outreach to our rural communities.

As shared in the May 7th partner memo, AMHS-KFLA has historically not kept pace with advancements in addictions and mental health care and offered a broad range of services that are more appropriately provided by other community partners. As a result, AMHS-KLFA was unable to be responsive to the needs of a growing number of people experiencing mental health and addictions challenges, many who have been waiting several years for the right kind of care.

Consultation

Broad and extensive consultations have and continue to occur as transformation plans are implemented over the next six months. All changes have been informed in part by the Investigator's Report (September 2018) initiated by the South East Local Health Integration Network (South East LHIN). The report indicated that the agency had drifted from its mission and was no longer delivering on its mandate.

A transformation team is in place. We continue to meet with partners to consult on opportunities to embed staff where they have the greatest opportunity to connect with clients across our communities to ensure timely access to programs and services, and enable appropriate client diversion from interactions with police, court services, emergency departments visits and unnecessary hospitalizations.

Staffing

While we have some exceptional staff, our clinical care models needed to evolve to include a greater number of regulated roles. Our workforce changes have impacted union (OPSEU Local 489) non-union and management roles which no longer supported our refocused programs and services.

Recruitment Underway

As you may be aware, we are hiring over 50 new roles of which 45 are union (OPSEU) positions. We are able to do this through redirecting existing dollars to client care.

I am pleased to share that we have received almost **500 job applications** and welcome all partners to support spreading the news of opportunities with our care team. A poster about careers with AMHS-KFLA has been attached for your use and distribution.

Overall, we are adding more regulated health professionals (such as Registered Nurses, Nurse Practitioners and Psychiatrists), expanding teams with addictions counselling and therapy providers, and will be introducing new Peer Navigators, which will bring individuals with lived experience to our staff team.

Napanee Reception Staff

Starting the week of May 27th clients, families and partners will notice new staff at our Napanee office reception.

Ongoing Communications

Partner conversations are ongoing as we refine the future state design of some of our programs and services.

At a time when we are seeing a lot of miscommunication, which could be distressing to clients and their families, the following is provided to assist you in accessing various information or reaching a member of our care team.

To set a meeting or call with Karen Berti, contact Debbie Jones, Acting Executive Assistant via djones@amhs-kfla.ca or 1-613-544-3554

To connect with a member of our care team, call the main office at 613-544-1356 Monday to Friday 8:30 a.m. to 4:30 p.m.

To access the current message to clients, families and care partners, click [here](#)

To view AMHS-KFLA externally posted careers, click [here](#)

Submit questions related to changes via info@amhs-kfla.ca

Reach the Communication Team's general mailbox at 613-544-9210

As a valued care partner, thank you for your patience and support as we work to enhance clinical models of care across our region.