



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 AMHS-KFLA Partners
From/De Karen Berti, Supervisor
Subject/Sujet Transformation Backgrounder and Update

As you are 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.

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, staff and you – our care partners.

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.

A transformation team is in place. 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, AMHS-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 individuals 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.

Vocational Rehabilitation Program

As some of you are already aware, 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 us if you have questions about the transformation underway.

We are actively engaging various partners related to the future design of some of our programs and services and will provide regular transformation updates to all partners.

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. Paul Huras, Chief Executive Officer, South East LHIN
Amber Gooding, Acting Director, Communications and Engagement, South East LHIN
Ann-Marie Kungl, Communications Lead, AMHS-KFLA