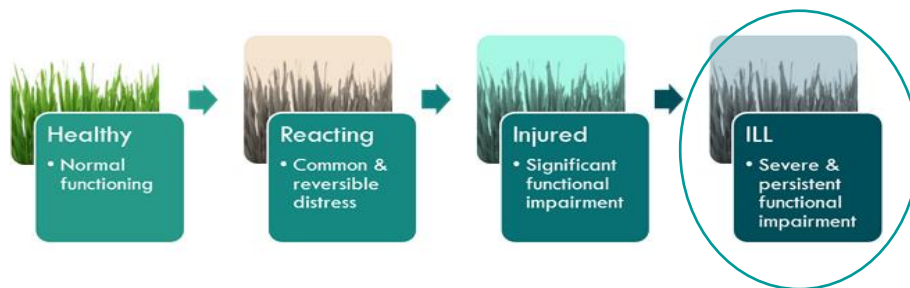




Addiction & Mental Health Services | services de lutte contre les dépendances et de santé mentale  
Kingston Frontenac Lennox & Addington

## Backgrounder: Who We Serve

*Addictions and Mental Health Services – Kingston, Frontenac, Lennox & Addington (AMHS-KFLA) provides responsive, confidential, non-judgmental, community-based addiction and mental health services to nearly 8,000 individuals across our communities. AMHS-KFLA is mandated to support clients with serious mental health illness and addictions and its crisis services are accessible to anyone self-identifying with mental health and/or addiction concerns.*



## Our Transformation to the Future State Design

The need for transformation began with an investigation, initiated by the South East LHIN and subsequent Investigator’s Report which was made public in September (2018). The report indicated that the Agency had drifted from its mission and was no longer delivering on its mandate. As a result, the South East LHIN appointed a Health Service Provider Supervisor (December 2018) to take on the role and responsibilities of the Board and Chief Executive Officer to refocus and realign the financial, clinical, leadership and governance efforts of the Agency.

As AMHS-KFLA refocuses its programs and services to better meet client needs, workforce changes needed to occur. Over 50 positions (union, non-union and management) are being hired which will add regulated health professionals such as Registered Nurses (RNs), Nurse Practitioners (NPs) and Occupational Therapists to the care team. Hiring will also expand the Addictions team and Counselling and Treatment teams.

The Agency has begun to recruit Peer Navigators (individuals with lived experience) to support clients in accessing services. Overall, inter-professional teams are being established that can address all aspects of a client’s needs and recovery, and ensure staff have access to resources they need.

AMHS-KFLA had not kept pace with advancements in addictions and mental health care and offered a broad range of services that some are more appropriately provided by other partners. Consultations are ongoing with partners to explore how some community services can be provided by them. There are no cuts to care, rather, AMHS-KFLA is changing how some programs are offered.

Overall, broad and extensive consultations have and continue to occur as transformation plans are implemented over the next six months as the Agency shifts to offer evidence-informed models of care that have been proven to be most effective in promoting improved client outcomes and their recovery journey. These changes will increase the Agency’s core program capacity, enhance clinical models of care and support access to care for those who have been waiting (sometimes for years).

## Client Care Enhancements

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:

- Opening a specialized rehabilitation program within a unique housing model for clients needing wrap-around services 24 hours/day; 7 days a week.
- A centralized intake and booking process streamline appointments and referrals.
- The consolidation of all downtown Kingston services to 552 Princess Street.
- Extended hours of operation for some services to provide greater access and reduce wait lists.
- The hiring of regulated health care professionals, peer navigators and greater access to psychiatry.
- Increasing services tailored specifically to youth (i.e., addictions).
- Offering outreach services in the community and rapid re-entry to services when required with increased access to rural areas.
- Expanded counselling and therapy services.
- Launch of a Client and Family Advisory Committee.

 Enhanced model of care with wrap around services

 Enhanced access to psychiatry

 Services targeted and tailored for youth

 Rapid re-entry

 Outreach to our services

 Peer navigators to support seamless transitions

 Clinical leadership across all four portfolios

 Services available where you live

 Increased capacity in clinical services

*The changes we make today will ensure clients and families have improved access to an integrated system of care – one that relies on proven evidence-informed practices and advancements to support the journey to recovery.*

## The Future State

Our services will include clinical assessment, treatment and coordinated community-based care for those with serious mental illness.

Our leadership will be clinically informed and able to engage in transformative work with our system partners and across the continuum of care to provide the right care in the right time and in the right place.

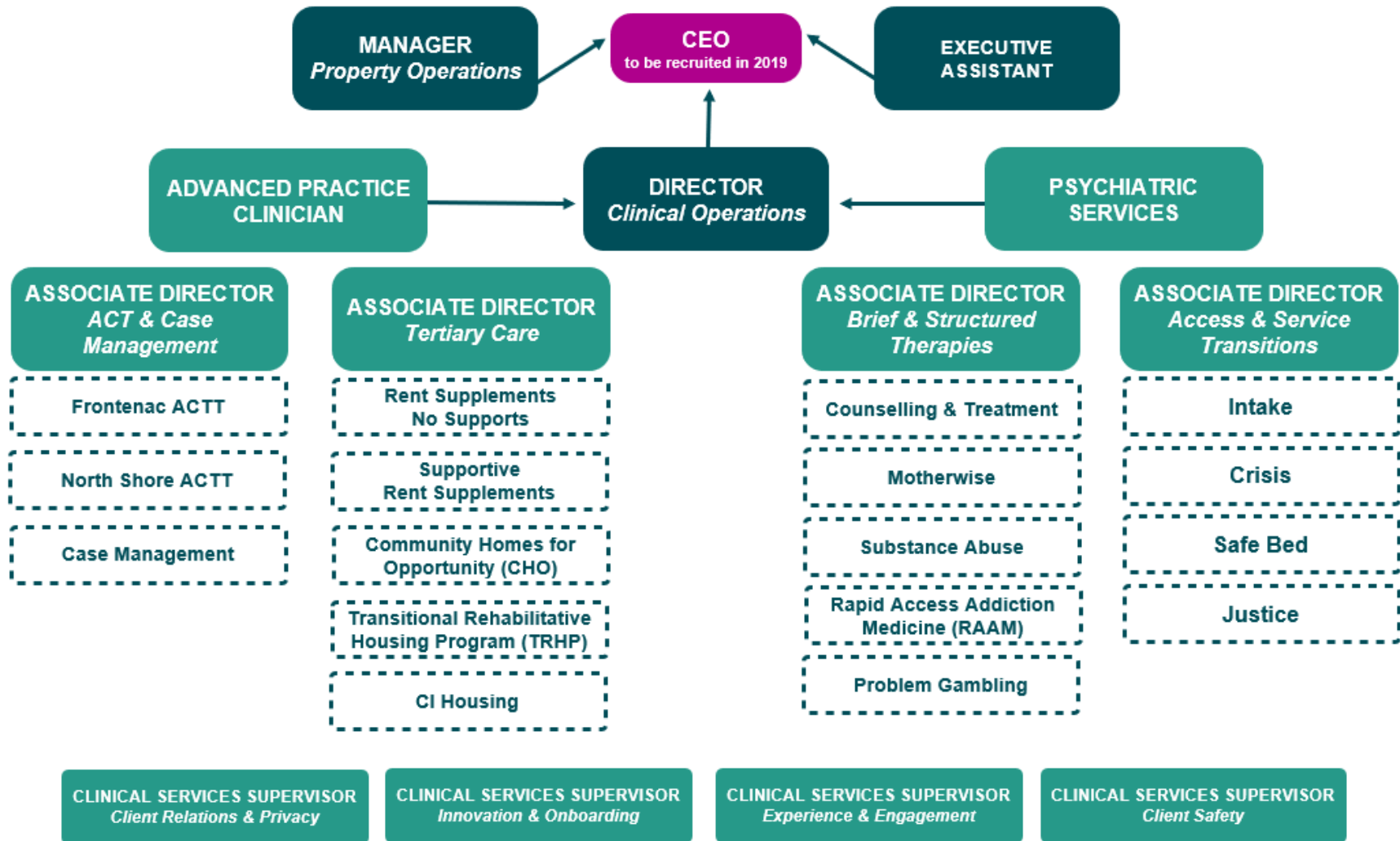
We will partner, collaborate and support community partners to deliver on their missions without duplicating services or moving away from our healthcare mandate.

Enhanced clinical care models and new mix of staff skills with the addition of regulated health professional in our workforce will increase core program capacity to better support clients, their families and the community.

Changes enable AMHS-KFLA to lead well in this community when it comes to addictions and mental health.



## Transformed Organization



## Transformation Plans Related to AMHS-KFLA Buildings

AMHS-KFLA is looking at getting out of the business of being a landlord and refocusing resources on its core mandate - direct client care for those with serious mental illness and addictions. A plan is in place that ensures changes being implemented DO NOT leave any AMHS-KFLA client or non-client tenant homeless and client and non-client tenants are being engaged to ensure they are aware of the scope of changes as applicable.

### Kingston Building Transition Plan

Administrative Buildings: AMHS-KFLA consolidated all Kingston area office-based services to 552 Princess St. The two vacant administrative (non-client/tenant) buildings in Kingston will be sold. These are empty buildings that have never been used as a residence. Funds from the sale of these properties will support the 35 Lyons St. build.

#### Housing Buildings:

##### Phase 1 - John Street, Albert Street and West Street Buildings

- These buildings house AMHS-KFLA clients.
- 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.

##### Phase 2

- AMHS-KFLA does have properties in the Kingston area where it operates as a landlord.
- While the Agency explores opportunities to transition from being a landlord for some properties, there is no urgency or set timeline to this.
- AMHS-KFLA is committed to supporting efforts by the City of Kingston and housing partners to maintain, and where possible, create affordable housing stock.
- 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.**

**Note:** To assist with successfully maintaining safe housing, AMHS-KFLA provides financial support with rental costs through rent supplements.

### **35 Lyons Street – Specialized Rehabilitation**

The new 35 Lyons Street building includes 43 individual apartment-style units. This is an overall increase of 18 tertiary care units to our existing stock to support clients with serious mental illness in receiving timely access to specialized wrap-around care.

This four-storey building has been designed to include all safety, security and accessibility supports. Two interprofessional care teams (Comprehensive Integrated or CI Housing and Transitional Rehabilitative Housing Program or TRHP) will be embedded at the site to provide wrap-around client care (24 hours a day/7 days a week) and a Peer Navigator will be situated on the first floor.

Staff will be centralized in one location versus three (Albert, John and West St. buildings), and ACTT staff will be able to be redeployed to the community instead of duplicating staff in these residential settings.

AMHS-KFLA has obtained occupancy for 35 Lyons Street. As all clients (from John, Albert and West) and their families plan for the move the Agency is supporting their transition needs and have engaged them in personalizing their space through the selection of household items such as bedding and towels.

Overall, AMHS-KFLA is not moving any clients out of housing. These transitions are a one-to-one move for those clients coming to 35 Lyons. The other properties will be a different process whereby we look to potential partners/organizations that would take on the facility and all individuals within.

#### **Co-location of CI Housing and TRHP Clients and Staff**

**Comprehensive Integrated (CI) Housing:** The program is designed based on the ACTT model – a hospital without walls. It supports clients with complex serious mental illness access high intensity services in a residential setting with access to wrap around services 24 hours a day/ 7 days a week. These clients have significant functional impairments, and typically have experienced prolonged institutionalization (e.g., resided in an inpatient bed).

The CI Housing program staff complement includes: Social Worker, Occupational Therapists, Registered Nurse, Nurse Practitioner, Case Managers, Peer Navigator, Peer Specialist, Peer Cook, Peer Cleaner.

**Transitional Rehabilitative Housing Program (TRHP):** The TRHP program provides recovery-based supports to promote independence for forensic clients returning to community and is complemented with a Registered Nurse and Occupational Therapist.

All due diligence in the planning and unit assignment for clients with the CI Housing and TRHP programs has been conducted to inform the client transition plan to 35 Lyons Street.

