

Appendix A –

Historical timeline of events affecting the culture of AMHS-KFLA

Date	Event
2015	Mar Ministry directed Amalgamation of AMHS for Kingston Frontenac, Lennox and Addington
	Aug New CEO following the retirement of the prior CEO who held the position for 33 years
2016	Apr South East Local Health Integration Network (SE LHIN) amalgamates back office services of 3 AMHS providers across 6 Counties AMHS-KFLA forms the Regional Back Office (RBO) to provide the services of Finance, Human Resources, Information Technology and Client data capture and analysis.
2017	Dec SE LHIN announces investigation of the AMHS-KFLA and the RBO Back Office providers
2018	May Public investigation report issued (Barrett et. al, 2018) <ul style="list-style-type: none"> ▪ Very critical of the Agency Financial and Service ▪ 34 specific recommendations
	Dec Government Supervisor Appointed by the SE LHIN <ul style="list-style-type: none"> ▪ The CEO and Board are dismissed ▪ The RBO Back-Office service is discontinued and moved to another provider – AMHS-HPE under the name Shared Service Organization (SSO) http://www.southeastlin.on.ca/news.aspx
2019	Jun Reorganization Announced by Supervisor <ul style="list-style-type: none"> ▪ Change to service model ▪ Sales of Properties planned ▪ Reduced staffing – lay off process initiated https://www.thewhig.com/news/local-news/amhs-supervisor-outlines-agency-changes-for-kingston-city-council
	Jul Supervisor pauses lay-off activity for further analysis

Date	Event
	Sep Supervisor adapts the previous plan and proceeds to implement <ul style="list-style-type: none"> ▪ Change to service model ▪ Sales of Properties planned ▪ Reduced staffing – lay off process put in place
	Dec SE LHIN decides to discontinue the Shared Service Organization and requires each of the three AMHS providers to plan their own structure
2020	Jan Supervisor begins planning and recruitment for Operations Team and signals the intent to hire a CEO and reinstate the board prior to year end.
	Mar COVID-19, Operations team implementation continues, CEO and board is put on hold
	Apr Director of Operations joins AMHS-KFLA
	May Director of Client Services joins AMHS-KFLA
	Jul SE LHIN appoints a new Supervisor <ul style="list-style-type: none"> ▪ Goal to review and recommend organizational structure http://www.southeasthin.on.ca/news.aspx
Dec New Supervisor implements approved structure <ul style="list-style-type: none"> ▪ Board of Directors recruited with a collaborative model approach ▪ Joint Executive Leadership model with the two directors above taking on shared responsibility of the CEO role and accountability to the Board. 	