



LANARK, LEEDS AND GRENVILLE

# ADDICTIONS AND MENTAL HEALTH

*Together, we are here for you, today and tomorrow.*

## 2022-23

### REPORT TO THE COMMUNITY

## Charting the Course for a Bright Future

### MESSAGE FROM ROGER HALEY, BOARD CHAIR, AND DOMENIC IELO, CEO

It has been a rewarding start to 2023 as we helped guide Lanark, Leeds Grenville Addictions and Mental Health (LLGAMH) through significant and meaningful change. Every day, the team’s passion and dedication to meeting clients and families where they are and the notable impact this approach has on their lives inspires us.

This is the incredible work and culture we build our future on.

LLGAMH has endured a high degree of change and challenges in the past few years. In 2023, we embarked on our organizational refresh, and it has been remarkable to see the team come together to move the organization forward by always remaining client and family-centred and committed to exemplary care. Our initial efforts focused on defining our organizational chart and team members’ roles so that each person knows their scope, responsibilities, and how they work together in delivering care and services. We also prioritized improved community partner relationships for integrated care delivery and optimized our collaboration with our region’s two Ontario Health Teams.

In concert with these early wins, we engaged our stakeholders in developing an ambitious Strategic Plan that formally sets a new course for LLGAMH. **Our new Vision: Together, we are here for you, today and tomorrow** is our North Star. It guides our priorities and decision-making now and into the future. In this year’s 2022-23 Annual Report, we share a snapshot of each strategic priority – what we have accomplished and our focus moving forward.

We wish to close with an expression of gratitude to Ontario Health, Ministry of Health, Ministry of the Attorney General, the United Way Leeds & Grenville, and the United Counties of Leeds and Grenville for ongoing funding and support that makes it possible for LLGAMH to deliver its care and services to our clients and their families.

Kind regards,



Roger Haley  
Board Chair



Domenic Ielo  
CEO

## 2022-23 CARE BY NUMBERS



Services delivered to more than **5,100** clients



**1,038** client trips via the Transportation Program



total number of LLGAMH programs and services



**28** community partnerships to deliver integrated services



More than **\$700,000** in client rental supplements

## » OUR CLIENTS

### TACKLING WAIT TIMES TO IMPROVE ACCESS TO CARE

The LLGAMH Team knows long wait times can frustrate clients and impact outcomes. It's why LLGAMH has set a target to reduce the service wait time to less than 30 days to tackle these concerns.

The organization has homed in on two primary strategies to achieve this goal: partnering with AccessMHA and re-establishing the walk-in counselling service.

Chris Curry, Clinical Manager of Professional Practice and Education, LLGAMH, shares: "The long wait lists add barriers for clients already experiencing significant mental health or substance use concerns. When clients call for help, they need help that day, not some time in the future. Our plan to reduce wait times to less than 30 days will allow clients to access services promptly, prevent additional issues, and empower clients to improve their overall mental health and substance use."

The AccessMHA partnership will help address these barriers by introducing a standardized, evidence-based approach to triage and assessment that matches clients to the most appropriate and beneficial services within the broad network. This standardized process throughout the region prioritizes clients with the most complex needs, and it connects clients with less complex needs to peer support, guided online learning, support groups, or other interventions. The AccessMHA partnership will also allow LLGAMH to offer clients four sessions with a peer support worker until they connect with their targeted program or service. The AccessMHA partnership begins in the late fall of 2023.

Sherri Hudson, Executive Director of Upper Canada Family Health Team, remarks: "Our Family Health Team looks forward to continuing to strengthen our partnership with Lanark Leeds Grenville Addictions and Mental Health. The AccessMHA partnership will be instrumental in delivering timely addiction and mental health programs in our community."

The Brief Mental Health and Addiction Services Program was redeveloped based on the clinical staff's input and runs similarly to a medical walk-in clinic. Non-emergency mental health and substance use concerns are dealt with swiftly by LLGAMH's team. The case manager quickly assesses whether the client requires a same-day counselling session from an on-site master's level therapist or a referral to another service or program. The Brief Mental Health and Addiction Services Program offers counselling support on a first-come, first-served basis from Mondays to Fridays.



Case manager, Carrie Morton, with clients who access the LLGAMH Drop-in Centre.

## Our Board of Directors

Thank you to our volunteer Board Directors for providing LLGAMH with the governance, oversight, financial stewardship, leadership, and passion needed to improve our region's mental health and addiction care and services.

- Roger Haley, Board Chair
- David Price, Board Vice Chair & Chair, Quality Committee
- Shelley Bacon, Chair, Resources Committee
- Carole Dufort
- Ron Holman
- Paul Howard
- Dr. Alison Inglis
- Michael O'Shaughnessy
- David Weger, Chair, Governance Committee

## » OUR PEOPLE

### INVESTING IN STAFF EDUCATION TO BETTER SERVE CLIENTS' NEEDS

Carrie Allan, Program Recreation Coordinator, understands the importance of catching up on the learning disruptions and challenges caused by the pandemic, and it's why she supports doubling down on education and training for LLGAMH staff.

"Coming out of COVID, we have experienced substantial changes in mental health and addictions, including the emergence of new substances and evolving challenges," Carrie explains. "We must keep pace by ensuring staff receive the best practice education to keep everyone safe and provide the best possible service to our clients. Particularly, with a growing unhoused population, we need the most current training to meet clients where they are at with targeted strategies."

Carrie is not alone.

The LLGAMH Leadership Team received similar feedback about the need for education from staff informally, which they validated through the reinstated Employee Engagement Survey in 2023.

"The pandemic changed how we work, forcing many of us to live behind a screen," says Chris Curry, Clinical Manager of Professional Practice and Education, LLGAMH. "As the world opens again, we find that staff are craving training opportunities to brush up on skills they may not have used as often during the pandemic. As a sector, we are also navigating an increase in mental health and substance use challenges due to the pandemic, and our staff want to be well informed on how to deal with this sudden influx of people seeking services."

LLGAMH has developed an Education Plan which ushers in new training opportunities, such as:

- 1. Mental Health First Aid:** All staff will receive this training, which covers approaching client situations involving anxiety, depression, psychosis, and substance use. Training has begun, and most staff will be trained by spring 2024.
- 2. SMART Recovery (Self-Management and Recovery Training):** Select clinical staff will receive this specialized training in preparation to offer SMART Recovery meetings to our clients and the community.
- 3. Knowledge Sharing Days:** Each quarter, our staff will get together for a day to learn from each other and other experts in the field. Our first Knowledge Day involved sharing amongst staff about the programs and services we offer. Future Knowledge Days will feature subject matter experts in various specialties.
- 4. Naloxone Administration:** All staff are currently receiving training to administer Naloxone in an overdose situation.
- 5. CPR and First Aid:** Staff will be offered these courses on an ongoing basis.

Chris adds: "By focusing on evidence-based training such as Mental Health First Aid and SMART Recovery, we will give our staff the tools they need to respond to the current mental health and substance use crisis facing our communities."



The Social Recreation Team (L to R):  
Melanie Hellyer, Jeanne Daye and  
Carrie Allan.

## » OUR COMMUNITY PARTNERS EXPANDING THE CO-OP PROGRAM IN RESPONSE TO THE SURGE OF PEOPLE UNHOUSED

Anita Evans, aged 60, is an artist who lives in Brockville and has been a LLGAMH client since 2010, which has helped her gain independence, confidence, and new skills.

“I began receiving services from the Co-op Team when I needed reminders to take my medications,” said Anita, who has a degree in fine arts from York University and continues to engage in her art through community art shows and classes. “This quickly led to the Co-op Team expanding their support to help me with cleaning, laundry, and pharmacy and doctors’ appointment logistics. This support has allowed me to become more independent and to learn new skills such as taking the city bus and grocery shopping.”

Anita, who was also referred to LLGAMH’s Vocational Services, adds: “The Co-op Team gives me the confidence to do things I never dreamed I would be a part of. I was scared to move into my new apartment, but the team promised they would help me– and they have. The staff are personable, and they help me keep a positive outlook and stay accountable for my well-being as much as possible.”

Anita’s experience is one of many examples of how the Co-op Program’s wrap-around model is making a difference for clients in the community. Because of this proven success, LLGAMH has partnered with the United Counties of Leeds and Grenville (UCLG) to expand the Co-op Program to begin addressing the surge of people unhoused in the region. Through this partnership, UCLG will fund housing for 20 additional people who receive wrap-around mental health and addiction support through LLGAMH.

“With the increasing number of unhoused individuals in our communities, we know our community partners must work together to meet the needs of the people we serve and make a lasting community change,” says Mayor Corinna Smith-Gatcke, Township of Leeds and the Thousand Islands, and Chair of the Joint Services Committee for the United Counties of Leeds and Grenville. “Of those chronically homeless in our community, 70% self-report challenges with addictions and mental health, which is why LLGAMH’s expertise and services are critical in our efforts to end homelessness in our community. LLGAMH has been a valuable community partner, and we look forward to this partnership expanding in the coming years.”

LLGAMH provides housing solutions to support clients’ recovery progress including the Co-Op Program that matches clients with co-operative living accommodations and wrap-around mental health and/or addiction services.



Anita Evans holds a piece of her artwork. She credits the LLGAMH Team for the support she needed to move into her own apartment.

## » OUR QUALITY

### LEVERAGING DATA TO ENHANCE CLIENT SERVICES

Data is pivotal to LLGAMH's new strategic direction. Key metrics serve as a game-changer in informing how to improve the quality of client care and services.

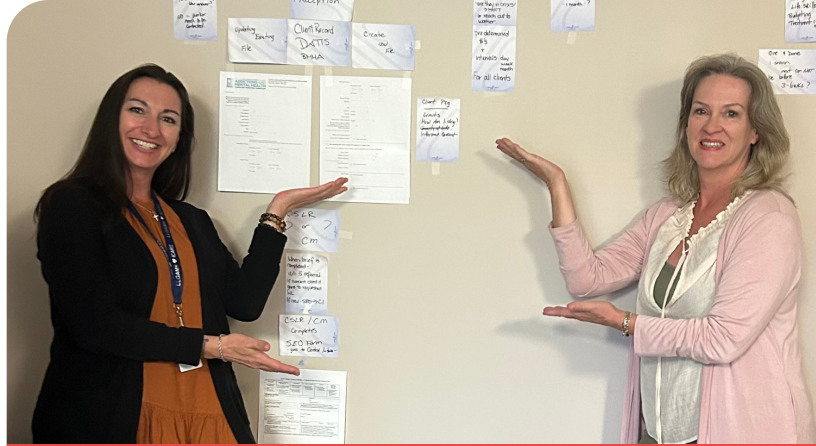
And that's why the Board of Directors made quality the new Strategic Plan's fourth pillar.

David Price, LLGAMH's Board Vice Chair and Chair of the Quality Committee, shares insight into the essential role of quality data to best serve clients, families, and the community: "Without identifying and tracking key quality metrics, we cannot verify if we are offering high-quality programs and services to our clients and their families and meeting our quality improvement targets. For example, if we have a two-month wait time to access one of our programs and our goal is one month, we need to track the data to measure our action plan's effectiveness."

David adds: "We are turning data into information for our teams to make the right decisions to enhance quality outcomes for our clients and their families."

The LLGAMH's Board Quality Committee and Senior Leadership Team have developed a new quality framework that ensures leaders cascade continuous quality improvement practices to the frontline staff by implementing huddle boards to communicate key quality indicators.

"Quality improvement is an ongoing checkup on how we are performing," says David. "It's our opportunity to regularly engage our clients, families, and care providers on how to improve the services



Members of the Administration Team, PJ Adams (L) and Louise Findlay (R), with the process map. Tammie Pelttari (not pictured) played a major role in creating the quality improvement tool.

## Our 2022-23 Financial Statements

Please visit [www.llgamh.ca](http://www.llgamh.ca) to access LLGAMH's full financial statements.



## Connect With Us

Do you have an idea, feedback, or a question? Connect with us through our **Facebook Page** or reach out directly at [communication@llgamh.ca](mailto:communication@llgamh.ca)



## Give Back Today

Generous community support has a big impact on the services we provide our clients and families. LLGAMH receives immense support from our funders; however, we depend on charitable donations to help us deliver and enhance programs and services, such as transportation services for clients. Learn more about how you can give back today: [llgamh.ca/donate.php](http://llgamh.ca/donate.php).

