

camh

# DISMANTLING ANTI-BLACK RACISM

Year 1 update on CAMH's strategy

In February 2021, CAMH launched *Dismantling Anti-Black Racism*, a landmark strategy that includes 22 actions to decrease anti-Black racism at CAMH by the end of fiscal year 2022/23. Across Ontario and at CAMH, oppression of and disadvantage against Black communities is evidenced by ongoing racial disparities in mental health and well-being. Specifically at CAMH, in 2020, data showed the rate of restraint use was significantly higher with Black patients compared with white patients. CAMH's *Dismantling Anti-Black Racism* strategy, a key focus of the hospital-wide initiative Fair & Just CAMH, outlines a plan to accomplish the following:

- ensure safe, accessible and equitable care for Black patients and families;
- build an equitable working environment for Black staff; and,
- eliminate unfair treatment for Black populations within CAMH and across the mental health system.

This strategy was developed by CAMH's Office of Health Equity and launched with the support of CAMH's Board of Trustees, Executive Leadership Team and Anti-Black Racism and Mental Health Advisory Committee. It has been enthusiastically received by patients, their families, CAMH staff, physicians, volunteers and learners, and the broader health care system.

The work of dismantling anti-Black racism does not rest with only one area of our organization – it requires all facets of CAMH to be actively engaged to identify, address, and prevent implicit and explicit instances of anti-Black racism.

We would like to thank everybody who is taking part in the delivery of this important work, including the hundreds of people who have completed the Foundational Knowledge in Anti-Black Racism training, the clinical teams who are changing the way they deliver care and the committee members who are diligently assessing hospital-wide processes and policies with an equity lens. We especially recognize members of the Anti-Black Racism and Mental Health Advisory Committee for their dedication and partnership, and the Black health care leaders who have contributed to our learning along the way. This is One CAMH in action.

CAMH recognizes that accomplishing the 22 actions outlined in this strategy is only the beginning of a long journey for our organization. This strategy will continue to evolve and conversations are already taking place about the next iteration of this work, which will continue to include strong engagement with CAMH staff, patients, families, and our wider community.

We are happy to report that progress has been made on all 22 action items. See Appendix A for a full list of actions.

## PROGRESS ON *DISMANTLING ANTI-BLACK RACISM* as of the end of fiscal year 2021/22

### RESULT 1: Care for Black patients and families that is safe, accessible and equitable (Actions 1-6)

**Key Partners:** Anti-Black Racism and Mental Health Advisory Committee, Black Health Alliance, clinical teams, Communications and Partnerships, Education, Empowerment Council, Patient and Family Advisors, Substance Abuse Program for African and Caribbean Canadian Youth (SAPACCY), Professional Practice Office, Provincial System Support Program (PSSP), Quality Improvement

- After years of advocacy, the Ontario government increased funding for SAPACCY. This funding is enhancing the program at CAMH and will build a SAPACCY network of seven community-based sites.
- The CAMH forensics team has adapted their care for Black patients. Based on 217 employees participating in an **Equity-Based Response Training Program**, forensic units have introduced new tools such as the Cultural Formulation Interview, Adverse Childhood Experience Tool, and Culturally-adapted CBT (CA-CBT) to support the provision of equitable care.
- CAMH is training staff in **CA-CBT for Black populations**. This cultural adaptation of CBT, developed by Dr. Akwatu Khenti, Dr. Kwame McKenzie and Dr. Caroline Vidal at CAMH, is shown to improve outcomes for Black populations and has meant that thousands of people have been able to access culturally appropriate mental health care. Black communities are accessing this through Wellness Connection, a partnership with Women's Health in Women's

Hands Community Health Centre, Sherbourne Health and the Canadian Centre for Victims of Torture Centre.

- The Office of Health Equity is supporting clinical services to improve care for Black patients through a new **Health Equity Coaching Model**. This program is designed to help improve clinical health outcomes at planning, policy, and program levels. It has been piloted and delivered to four clinical teams to date.
- The Health Equity and Inclusion Framework for Education and Training aims to embed a health equity lens in the planning, development and delivery of education and training. It is now used at the University of Toronto, Toronto Academic Health Science Network hospitals and Canadian education departments.
- The CAMH Medical Advisory Committee and Clinical Care Committee have started the process of **revising all CAMH policies** to ensure they work equitably for Black patients. They have incorporated the Health Equity Impact Assessment in a review of all policies.

## RESULT 2: An equitable working environment for Black staff

(Actions 7-12)

**Key Partners:** Clinical teams, Education, Horizontal Violence, Anti-Racism, Anti-Oppression Working Group, People & Experience

- **CAMH's incident reporting system, STRIDES, is being updated** to include incidents of racism, providing an additional option for staff reporting and addressing incidents of racism, and improving data collection.
- Spearheaded by the Anti-Black Racism Subcommittee, CAMH has begun launching **Employee Resource Groups (ERGs)**, with Black, Black Managers, Asian and 2SLGBTQIA+ ERGs already formed.
- **Foundational knowledge on anti-Black racism: An Introductory course for CAMH staff** launched in November 2021. This is an introductory course specific to the Canadian context, and includes real-life case scenarios experienced by Black staff, patients and families at CAMH. Over 600 staff had completed the course by the end of fiscal year 2021/22.

## RESULT 3: A mental health system, inside and outside CAMH, which aims to eliminate unfair treatment for Black populations

(Actions 13-22)

**Key Partners:** Anti-Black Racism and Mental Health Advisory Committee, Black Health Alliance, community partners, Clinical teams, Education, Horizontal Violence, Anti-Racism, Anti-Oppression Working Group, CAMH Managers, PSSP, CAMH Research, Performance Improvement

- The Black Health Alliance's *Pathways to Care* initiative, in partnership with CAMH, is integrating insights gained from over 300 stakeholder interviews across Ontario to produce better community pathways to mental health care.
- With leadership and support from PSSP, the CAMH Office of Health Equity, Black Health Alliance and community partners across Ontario, the expansion of **SAPACCY** is poised to be a main driver of innovation in Black health in communities across the province.
- Dr. Kwame McKenzie, Director, Office of Health Equity, Co-Chairs Ontario's **Black Health Plan group**. The Black Health Plan is a new plan to improve the health of Black communities – a goal in Ontario Health's Strategic Plan.
- As **Ontario Structure Psychotherapy (OSP)** evolves, CAMH has supported the delivery of CA-CBT and is actively working with the Ministry of Health and Long Term Care to improve cultural sensitivity in OSP.
- CAMH's **PSSP** brings to life our advocacy work in a number of areas including an anti-racism strategy within *Youth Wellness Hubs Ontario*, and third-party evaluation of the *Toronto Community Crisis Service*.

# APPENDIX A

The following list outlines 22 actions to decrease anti-Black racism at CAMH by the end of fiscal year 2022/23.

---

## **Result 1: For Patients and Families** **Care for Black patients and families that is safe, accessible and equitable**

### **Priority Area 1.1**

Develop a system that can provide direct care and equitable outcomes for Black patients and families.

1. CAMH will assess its digital platforms and outreach, including Access CAMH, and develop a plan to promote equitable access to services. The launch of an enhanced referral management system in 2021–22 will be a key component of this plan.
2. CAMH will develop a model of service improvement for Black patients based on the Equity-Based Response Training pilot on its forensic units.

### **Priority Area 1.2**

Enhance existing services to ensure they are successful for Black patients and families.

3. CAMH will train staff in culturally adapted CBT and increase access to culturally adapted CBT at CAMH.
4. All managers will take the Immigrant and Refugee Mental Health Course funded by Immigrant, Refugees and Citizenship Canada (IRCC).
5. CAMH will increase the staffing of SAPACCY to four full-time clinical staff and a manager.

### **Priority Area 1.3**

Review and revise clinical processes to reflect current best practices in delivering care to Black populations.

6. CAMH will conduct a review to identify and analyze clinical processes where improvement and change is needed to better meet the needs of Black populations.

---

## **Result 2: For Staff**

### **An equitable working environment for Black staff**

#### **Priority Area 2.1**

Ensure a safe working environment at CAMH free from all forms of violence.

7. CAMH will develop a process to identify horizontal violence and other forms of racism, and to document and report incident rates.
8. CAMH's Horizontal Violence, Anti-Racism, Anti Oppression Working Group will develop a work plan to eliminate anti-Black racism through initiatives at CAMH.
9. CAMH will develop a support system for Black staff and a mechanism for confidential reporting of racist incidents.

#### **Priority Area 2.2**

Improve the recruitment, retention and progression of Black staff at CAMH.

10. CAMH will develop, implement and monitor a plan to improve the recruitment, retention and progression of Black physicians, staff, students and trainees.
11. CAMH will collect socio-demographic data on staff and will use this to measure progress on the diversity of its workforce and equality and inclusivity of its recruitment, retention and talent development practices.

#### **Priority Area 2.3**

Develop, deploy and ensure uptake of training courses for staff and leadership that build capacity to create a better workplace environment for Black staff and care for Black patients.

12. Staff will be trained in anti-Black racism, equity and cultural safety.

---

## **Result 3: For CAMH**

### **A mental health system, inside and outside CAMH, which aims to eliminate unfair treatment for Black populations**

#### **Priority Area 3.1**

CAMH will use its voice as a health system leader to help ensure equitable access to and improved outcomes of mental health treatment for Black populations.

13. CAMH will use its voice to advocate for better social conditions for Black populations in order to decrease the risk of mental illness and improve recovery rates.
14. CAMH will work with the Ontario Ministry of Health and Ontario Health to ensure equitable access to and uptake of appropriate structured psychotherapy for Ontario's Black populations.
15. CAMH will work with the Ontario Ministry of Health and the Mental Health and Addictions Centre of Excellence to ensure equitable access to and uptake of new child mental health services for Black populations.
16. CAMH will work with the Ontario Ministry of Health to develop mental health funding models that better meet the needs of Black populations in Ontario.
17. CAMH will work with the Ontario Ministry of Health and Ontario Health to secure funding for a community network of services similar to SAPACCY.

### **Priority Area 3.2**

**CAMH will strengthen existing community partnerships and develop new meaningful relationships with organizations serving Black populations.**

18. CAMH will support the Black Health Alliance to implement Ontario-wide initiatives to improve pathways to care for Black populations.
19. CAMH will develop partnerships to help identify opportunities to streamline access to care including to improve clinical, education and information supports for primary and secondary care organizations whose work focuses on Black populations. These relationships will be modelled on the successful partnership with WHIWH-CHC.

### **Priority Area 3.3**

**CAMH will develop, disseminate and implement best practices for research and data collection on mental health in Black populations.**

20. CAMH will report annually on the outcomes of care for Black people receiving treatment at the hospital.
21. CAMH will develop protocols to ensure that data collection and interpretation of data are grounded in evidence-based community principles.
22. Research at CAMH will develop and implement a plan to improve research on Black mental health, including how it will build its research capacity; train all staff on the impact of anti-Black racism on research design and methods; improve the quality of its research; and clearly articulate its accountability and governance of socio-demographic data.