

REPORT TO THE BOARD OF TRUSTEES

FROM: Dr. Paul Garfinkel
President and CEO

DATE: October 9, 2003

SUBJECT: PRINCIPLES TO GUIDE THE REDEVELOPMENT OF THE QUEEN STREET SITE

RECOMMENDATIONS

It is recommended that:

- the Board adopt the principles for site redevelopment proposed in this report, to be used to guide the next phase of the process;
- management ensure ongoing discussion within and outside the organization regarding the next phase of the redevelopment and continue to encourage input to the principles guiding the redevelopment

BACKGROUND AND PURPOSE OF THE REPORT

This report summarizes the feedback received from consultation sessions we have held to date across the organization and proposes a set of principles to guide our future work in redeveloping the Queen Street Site. Due to the prominence of P3 in the public debate about the future of health care in Ontario, we felt that it was important to discuss this financing model openly. However, since there have been no decisions made about how the redevelopment will be financed, these principles are intended to apply under any financing model.

Much of the feedback we have received reiterates CAMH's established values. The proposed principles are also informed by "learnings" from a recent trip to the UK, where CAMH officials met with hospital representatives who built facilities under the Private Finance Initiative (PFI).

It is important to note that the elements of our plan - such as specifications for our facilities, associated construction costs, method of financing, and so forth - will need to be sustainable and will require the approval of the Provincial Government. In addition, while CAMH's Official Plan and Zoning By-law application was approved by City Council, CAMH will continue to work with the City as we go forward.

CAMH held extensive consultations with staff, clients, families and some other stakeholders in the development of these proposed principles and will continue to consult with them in the ongoing process of site redevelopment. We have also had extensive discussions with a range of stakeholder communities regarding the development of the **Functional Program** and will continue to engage with them as the redevelopment proceeds.

PROPOSED PRINCIPLES FOR SITE REDEVELOPMENT

Introduction

The proposed principles for site redevelopment are grounded in the recently developed **2003/2006 Strategic Plan – From Discovery to Recovery: Transforming Lives and Promoting Health**, which includes stated values and goals for CAMH (see Appendix A for a description of these values and goals.) The proposed principles are also informed by other CAMH plans, policies and commitments, primarily the **Functional Program**, which outlines CAMH’s proposed programs and services for the new site.

While these principles were initially developed in the context of discussions about alternative financing options, they are intended to guide the redevelopment process, regardless of the financing option.

Considerations for Developing the Principles

In the many discussions that took place during the consultations a great deal of thought was put into the impact of redevelopment on all aspects of the organization. The following captures some of the critical issues that arose during these discussions and also reflects some of the learnings from colleagues in the UK. The principles for guiding the redevelopment were developed to address many of the issues and concerns expressed.

CAMH’s commitment to client-centred care, along with a parallel commitment to a holistic view of health, were recognized throughout the consultation sessions as the organization’s highest priorities and main drivers of the site redevelopment process. As a result, there was widespread support for a redevelopment that will enable CAMH to implement the Functional Program. This support was, however, coupled with concerns about the potential impact of financing pressures on the redevelopment, pressures that could interfere with client-centred care. While some participants opposed working with any private sector partner, many would support working with partners committed to our vision of health and to client-centred care, as is evident in the principles that are proposed. The UK experience confirms the importance of carefully selecting compatible partners who understand and embrace CAMH’s vision and ensuring good relationships with them.

One of CAMH’s other commitments is to become an “employer of choice” by encouraging innovation and attracting, supporting and retaining the best team of staff, physicians, volunteers and students who are committed to our mission, vision and values. CAMH has a strong commitment to diversity and a work place free from discrimination and harassment. Staff felt very strongly about these issues in the consultations. They said that an overriding principle for redevelopment, regardless of the financing option, should be to treat all staff equitably, with respect and fairness, and ensure that all staff - whether permanent or contract - have equal access to opportunities, support, and a healthy work environment. They also indicated the importance of integrally involving the users of the new facilities – staff and physicians, as well as clients and families - in planning and developing specifications for the redevelopment.

A frequent issue that arose during the consultations was that CAMH’s commitment to academic and intellectual freedom was paramount. People wanted to ensure that the choice of financing model or private partners would not influence research, knowledge transfer, public education and public policy positions. These views are reflected in the proposed principles to guide the redevelopment process.

As a publicly funded institution, CAMH takes very seriously its accountability to its stakeholders including clients, families, the government, other health care organizations, community agencies, neighbours and the public. For most of the groups consulted, evaluation and accountability were significant issues.

The Queen Street site is a very valuable asset for CAMH, and decisions made regarding its redevelopment will have a major impact on the organization’s long-term sustainability. People recommended that decisions about who we work with and how, as well as conditions applied to the non-CAMH users on the site must, of course, be made with our future in mind. Colleagues in the UK also noted the importance of careful planning at the outset. In their experience better planning and clinical involvement led to better results.

The Proposed Principles

Improving Care and Enhancing Health

- Improving care for clients and enhancing health is at the core of CAMH's mission, vision and values and is a primary driver of site redevelopment. The self-identified needs of clients need to play a central role in informing decision-making.
- The environment created through the redevelopment will be comfortable and welcoming for CAMH clients and the physical structures will be flexible enough to change, as client needs change.
- Any partners will be required to demonstrate an understanding of the unique needs of CAMH's diverse mental health and addiction clients and a commitment to ensure that any staff involved with CAMH are appropriately oriented and trained.
- Client employment and educational opportunities will remain a high priority for the organization.

Public Policy and Promoting Positive System Change

- CAMH is committed to a universal and publicly funded health care system and, in redeveloping the Queen Street Site will be guided by its commitment to broad mental health and addiction system improvement.
- CAMH will continue to support, advocate and create opportunities for increased investments in community services.

Discovering, Sharing and Applying New Knowledge

- Academic freedom and the best interests of clients will continue to guide CAMH's work in clinical care, research, public policy, health promotion including public education.
- The redeveloped site will facilitate knowledge transfer among researchers, clinical and health promotion programs and the community.
- CAMH will apply its standards for excellent research and evidence-based practice to the exploration of alternative financing options for the redevelopment, and learn from successes and mistakes made by others.

Being the Best Place to Work and Learn

- CAMH is a unionized workplace and we are committed to maximizing employment stability through any transition, working with staff and unions to develop strategies to minimize negative impacts on staff.
- CAMH will engage clients, families and staff in the discussions about what services could be provided by the private sector and under what conditions, to ensure that the quality of services is maintained or enhanced.
- In dealings with private sector partners, CAMH will be clear about its values and guiding principles, and will clarify its expectations of private sector partners vis a vis the workplace.

- CAMH will only build partnerships with companies with a good track record regarding labour practices, treatment of their employees and respect for diversity in the workplace.
- All staff whose work contributes to client care will remain an integrated and essential part of the client care team, whether they work for CAMH or any of its partners.
- CAMH will provide a healthy work environment for staff at the new Queen Street Site, including features that are conducive to positive mental health and well-being.
- CAMH is committed to providing high quality educational programs and facilities for students from all disciplines.
- CAMH will ensure that the Queen Street site is welcoming to staff from across the province, students, visitors and visiting professionals.

Ensuring Long Term Sustainability and Development

- CAMH will ensure that criteria developed to inform financing/funding or partnership agreements are in accordance with the organization's values, commitments and goals, particularly our commitment to foster and encourage the development of consumer businesses and other employment opportunities for clients.
- CAMH will not knowingly commit to financial costs over the life of any redevelopment agreement that may adversely impact on the provision of care.
- CAMH will not sell the land on the Queen Street site and will own the buildings at the end of any contract.
- CAMH will carefully examine the financial viability of any partners and ensure that contracts include provisions to address any negative impacts associated with financial difficulties encountered by private sector partners.

Developing Innovative Facilities

- CAMH is committed to a mixture of uses on the site to meet a variety of needs.
- A commitment to client care and to the implementation of the Functional Program will guide decisions about building design and innovation.
- The unique contributions of our neighbours and other communities we work with will continue to inform our redevelopment efforts.
- New buildings will be well constructed, non-institutional, environmentally friendly, and safe and secure for clients and all others who will use the site.
- Users of the new facilities – clients, families, staff and physicians – will be integrally involved in planning and developing specifications for the redevelopment.

Providing Effective Information Management Systems and Technology

- CAMH will ensure that any private partners work directly with end users to provide the appropriate infrastructure to maintain technological resources for staff on site, improve remote electronic access and accommodate technologies necessary to implement the Functional Program.

Evaluation and Accountability

- **CAMH will ensure that any private partner adheres to existing standards of care and mechanisms of accountability provided under legislation and CAMH's accreditation process.**
- **CAMH will develop an ongoing evaluation mechanism with measurable objectives, in consultation with staff, clients and stakeholders.**

CONCLUSIONS

In closing, we would like to commend clients, families, volunteers, staff and other stakeholders for their participation in the development in these principles. We have tried to capture the feedback and reflect the different suggestions that we heard in the principles that have been proposed. We apologize for any errors of omission. We would like to thank those who participated for their thoughtful suggestions and encourage ongoing feedback as we move forward.

Although discussions about the principles were somewhat focused on a possible P3 model for the redevelopment, it is important to note that no financing decisions have been made and the principles are intended to guide us regardless of the financing model that is used. They are grounded in the CAMH Strategic Plan for 2003/2006 and flow from the values and goals of the organization.

While waiting for necessary approvals and funding commitments for the redevelopment, we will continue to communicate regularly with clients, families, staff and other stakeholders to update them about our progress. We plan to share the principles for the site redevelopment with neighbours, community partners and other key stakeholders, in keeping with the open and consultative process that we have used for the redevelopment to date.

APPENDIX “A” CAMH VALUES AND GOALS

MISSION

Improving the lives of those affected by addiction and mental health problems and promoting the health of people in Ontario and beyond.

VISION

Strong and healthy communities, in which people with addiction and mental health problems can access appropriate and effective services and live as full participants.

VALUES & COMMITMENTS

Client-Centred Practice

Our Commitment: We put the client at the centre of what we do.

Continuous Learning

Our Commitment: We foster creativity, discovery, learning and sharing of ideas.

Diversity

Our Commitment: We understand and respect each person as a unique individual and demonstrate this respect through sensitivity, dignity and inclusivity.

Evaluation & Accountability

Our Commitment: We will continue to improve, monitor and evaluate our programs and services as well as demonstrate accountability to our stakeholders.

Holistic View of Health

Our Commitment: We believe in understanding and helping the whole person and in supporting population health needs in a holistic and recovery oriented way.

Partnership

Our Commitment: We are committed to respectful, collaborative and effective partnerships.

GOALS

Improving Care and Enhancing Health:

CAMH will improve client-centred quality care, enhance health and improve access to programs and services.

Discovering, Sharing and Applying New Knowledge:

CAMH will build a culture of integrated and collaborative approaches to discovering, sharing and applying new knowledge.

Influencing Public Policy and Promoting Positive System Change:

CAMH will become a leading and collaborative voice in influencing responsive public policy and broad system improvement.

Being the Best Place to Work and Learn:

CAMH will become the best place to work and learn – attracting, supporting and retaining the best team of staff, physicians, volunteers and students who are committed to our mission, vision and values.

Ensuring Long Term Sustainability and Development:

CAMH will ensure the long-term sustainability and development of programs and services through effective use of resources and diversification of funding sources

Providing Effective Information Management Systems and Technology:

CAMH will develop integrated information management systems and technology to support leadership in clinical care, research, health promotion and education.

Developing Innovative Facilities:

CAMH will transform the current Queen Street site into its central hub – an innovative care, health promotion, research and education village linked to the community and to satellites across the Province