

camh tomorrow.today
CAMH STRATEGIC PLAN 2020

VISION 2020

Forward from the President and Chief
Executive Officer



May 10, 2012

Friends of CAMH:

CAMH is an academic health science centre dedicated to transforming the lives of people living with mental illness and addictions. We aim to do this - first and foremost - through respectful and caring partnerships with those we serve. We will support recovery through the right combination of treatment and rehabilitation, patients always at the centre of our work. We also have the responsibility to create new knowledge about mental illness to guarantee a better future for individuals and for society. In addition, we have a duty to innovate, to educate, to advocate and to lead in the field of mental illness and addiction.

CAMH has a rich legacy carried in the history of its founding organizations. The Queen Street Mental Health Centre brought 150 years of care for people with mental illness, evolving from an asylum to a 21st century facility that embraces principles of recovery in its models of care. The Addiction Research Foundation pioneered health promotion and prevention work across Ontario through research, public policy development and patient care. The Donwood Institute supported countless individuals recovering from addictions, sensitive to their psychosocial needs, laying the groundwork for interprofessional addictions care. The Clarke Institute of Psychiatry was dedicated to the academic mission in mental health, and developed the first organized approach to philanthropic support for a mental health facility.

After nearly fourteen years, the four founding organizations of CAMH are the deep, strong roots that anchor our work. Created to serve people living with mental illness and addictions, we have evolved into a unique, internationally recognized entity, the largest mental health centre in Canada. The CAMH Strategic Plan, **vision 2020: tomorrow.today** has been created to reflect our unique legacy, build on our historical strengths, respond to our social responsibilities and challenge us to become better in the service of our patients. It's an ambitious blueprint for the future, created from the fabric of CAMH's formative years, the rich history of our predecessor organizations and a strong sense of our core values.

Thank you for sharing our progress. I look forward to hearing your experience of CAMH as we strive for excellence in care, research, education and system leadership for mental health.

Dr. Catherine Zahn
President and CEO
Centre for Addiction and Mental Health

May 10, 2012

Executive Summary

CAMH is a new organization, beginning its fifteenth year. We face the challenges of all health care organizations while having to navigate the additional complexities of the mental health field. The sector is filled with hope, building on advances in brain science, growing public awareness and a social movement that will overcome the prejudice and discrimination associated with mental illness and addiction. Patients and families are taking their rightful place as partners in mental health care.

This Plan sharpens our Vision and focuses our Purpose. Our Values have been informed and renewed through broad organizational consultation and we have defined six Directions. Our planning taskforces, catalytic conversations, values exercise and stakeholder engagement process have contributed to a robust, action oriented Strategic Plan. **vision2020: tomorrow.today** creates a path to achieving organizational goals, ensuring a focus on patient needs and system integration, building on the legacy of our founding organizations and the accomplishments of CAMH's early years.

Strategic Plan Components

Vision

Transforming Lives

Purpose

At CAMH, we Care, Discover, Learn and Build – to Transform Lives

Values

*** Courage * Respect * Excellence**

Strategic Directions

- 1. Enhance recovery by improving access to integrated care and social support**
- 2. Earn a reputation for outstanding service, accountability and professional leadership**
- 3. Build an environment that supports healing and recovery**
- 4. Ignite discovery and innovation**
- 5. Revolutionize education and knowledge exchange**
- 6. Drive social change**

Section 1 – Our Approach

Overview

When we began our planning process in June 2011, we committed to strengthen the essential 'DNA' of CAMH as an academic health science centre – providing care, doing research, educating the mental illness and addiction clinicians of the future and providing mental health system leadership. We also promised to be "revolutionary" – challenging our assumptions and asking foundational questions to help us critically examine the structure, function and fundamentals of our organization.

This approach fits today's CAMH - we are beginning our fifteenth year, facing unprecedented challenges and opportunities. We have redefined our Vision and Purpose, renewed our Values, and developed six Strategic Directions. The plan grew out of environmental issues and organizational priorities. It was led by the CAMH executive team, in consultation with patients, families, staff and a broad range of stakeholders.

A Changing Landscape

Health care in Canada is changing. Provincial governments are investing a higher proportion of their revenues to meet public needs and expectations for health care. These demands are shaped by broader access to information on health care treatments and options, as knowledgeable patients request advanced treatments informed by current research. Patients are also expecting smoother care pathways, with transitions across departments, institutions, and settings built around their needs and experience, rather than the convenience of the health care provider.

Canadians – as individuals and through the governments they elect – expect assurance that greater investment achieves more than increased health care activity. We call for a sustainable system that is accountable for clinical outcomes. The call for accountability is made more intense by the fiscal pressures facing all levels of government in Canada. International financial uncertainty makes robust economic growth unlikely in the near and medium term. Governments must restrain growth in expenditures, and contemplate spending reductions.

About language – CAMH dedicated considerable attention to a dialogue on the language of mental health in this strategic planning process (see *Catalytic Conversations, Appendix*). In this document we use mental health as an overarching term referring to a sector of the health care system that serves people living with the entire spectrum of mental illness, including addictions.

We can be proud of progress made in mental health. Among developments to celebrate are:

- A provincial strategy for mental illness and addiction that commits new funding to children's mental health services. CAMH has been asked to play a key role in supporting the government's strategy.
- A broad-based social movement to defy the prejudice and discrimination associated with mental illness and increasingly, addiction, along with a growing willingness among young people to seek help. CAMH, through a tradition of patient empowerment, has contributed to – and benefitted from – this cultural shift.
- Promising developments in brain science are increasing our understanding of the roots of mental illness and addiction and the best treatments. CAMH's state of the art brain imaging centre is making a major contribution to these developments.

We will use our Strategic Plan to complete three key tasks:

- Advance quality of care by consolidating care improvements and publicly reporting on clinical outcomes.
- Harness the promise of our discoveries to develop treatments that will transform the care of those with mental illness and addiction.
- Ensure that CAMH expertise is used to build a stronger health care system.

Key Themes and Planning Processes

As a hospital, CAMH focuses on the patients in our care today. We provide specialty care that is not available in many other health care organizations and we respond to community need through our emergency department and ambulatory services. As an academic health science centre, we are responsible for health promotion and prevention, as well as for securing the health of tomorrow's patients. We have organized our strategic planning activities along these themes.

Today - Keeping our promises for the people we serve

Review and Alignment: *Capitalizing on Integration Potential*

Our portfolio and program alignment has remained unchanged since the creation of CAMH in 1998. We believe the time is right to examine our structures and consider options for alignment to improve the quality of clinical care, enhance clinical and corporate collaboration and build a culture of leadership and accountability.

Equity and Inclusion: *Providing Excellent Care for All*

CAMH has been a leader in diversity and equity, committed to working with underserved populations, eliminating disparities in health status. Through our planning process, we want to build on previous work to develop strategies to maximize effectiveness in achieving the desired results.

Tomorrow - Getting better to serve and to lead

Enhance Discovery: *Creating and sharing new knowledge*

CAMH is known for its research program, a program that has grown significantly since the organization was created. Our focus in this area is will promote innovation and ensure that our science serves people through a culture of discovery and knowledge exchange.

Create Capacity: *Leading system change*

CAMH has played a key role in raising awareness about mental health issues though professional and public education, health promotion and knowledge exchange. We will partner with the CAMH Foundation to understand how CAMH is viewed in the community, enhance and capitalize on our "brand."

Four Task Forces, one for each theme area, were created to explore issues and options for change. We convened a series of Catalytic Conversations to bring new thinking to the table and challenge assumptions on key topics arising from the themes. In addition, we consulted multiple stakeholders and partners, in person and through on-line surveys.

Section 2 - Inspiration

CAMH Vision

Transforming Lives

CAMH has used the concept of “Transforming Lives” for CAMH Foundation public awareness campaigns and in the Queen Street Redevelopment project. It is recognized, within CAMH and by external stakeholders, as a powerful reflection of the “promise” of CAMH. It reflects our commitment to support recovery for those affected by mental illness and addiction, their families and their communities.

CAMH Purpose Statement

At CAMH, we Care, Discover, Learn and Build – to Transform Lives

As an academic health science centre and Canada’s largest mental illness and addiction teaching hospital, we will achieve our vision through the core dimensions of clinical care, research, education and knowledge exchange. We will build a 21st century healthcare organization and unlock the full potential envisioned at our founding.

CAMH Values

*** Courage * Respect * Excellence**

We revisited the eight CAMH Values in order to deepen our understanding of the elemental characteristics of CAMH. We engaged representatives of CAMH staff, clients, families, and key external stakeholders, to help us renew and focus our values. These values ground us. They focus and inspire us, and provide a shared foundation for decision making. As an organization, our integrity is based on consistently behaving in a manner is true to our values.

Courage

Courage is about standing up and being heard, about taking risks and doing what is right, not what is easy. It’s about challenging prejudice and discrimination. It’s about hope for the future.

Respect

Respect is a prerequisite for everything we do and aspire to be as an organization. It guides our interactions with each other, with patients and with partners. It models what we expect in return.

Excellence

Excellence drives us to raise the bar in all aspects of our work. It requires us to hold each other to the highest standards. It is about continuous improvement, accountability and transparency.

Section 3 - Aspiration

Six New Strategic Directions

A Strategic Plan Steering Committee comprised of CAMH's senior leadership stewarded the process of reviewing input from the four Task Forces, the series of Catalytic Conversations and targeted consultations with patients, staff, partners and a range of other stakeholders.

Six Strategic Directions were developed through an iterative process during the months of the 'Deliberation Phase' ^{*} of the planning process.

- 1. Enhance recovery by improving access to integrated care and social support***
- 2. Earn a reputation for outstanding service, accountability and professional leadership***
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CAMH Strategic Directions

1. Enhance recovery by improving access to integrated care and social support

CAMH is accountable to those we serve and to our funders to ensure that we provide excellent care - care that is safe, outcome oriented, accessible, equitable, efficient and organized to deliver a positive patient experience.

Aims:

- A. Patients, their families and those who refer them to CAMH, have a clear pathway to access mental illness and addiction care, including integrated transitions within CAMH and across the mental health care system.
- B. CAMH demonstrates the effectiveness of its outcomes, meeting or exceeding benchmarks in all program areas.
- C. CAMH has robust networks for comprehensive and coordinated care, focused on enhancing access for underserved populations, and reflecting diverse communities of need across the GTA.

Through **Program Realignment** we will achieve our aims by reorganizing the structure of CAMH's clinical services to focus on patient-centred and family-sensitive care pathways rather than diagnosis.

We will design this new structure to make it easier to access services at CAMH, and improve transitions both within CAMH and between CAMH and community-based service providers. We will establish clear leadership accountabilities to improve quality and service for *Access and Transitions* as well as in three overarching care pathways built in response to patient need: *Complex Mental Illness; Ambulatory Care and Structured Therapies and Underserved Populations*.

Patients, families and other providers will know how to access and receive the right level of care at the right time. To facilitate this work we will implement a new **Clinical Information System** and develop a **Mental Health and Addiction Quality Project** to define, collect and validate outcome measures.

We will strengthen our capacity to provide culturally appropriate services and services to marginalized and underserved populations. Our initial focus will be a collaboration to coordinate **Child and Youth Mental Health** services across the Greater Toronto Area and beyond, and an **Aboriginal Strategy** for outreach to Aboriginal people in remote communities.

2. Earn a reputation for outstanding service, accountability and professional leadership

The highest level of skills, attitudes and behaviors are required to deliver the interprofessional care, customer service, organizational and system leadership expected of CAMH.

Aims:

- A. CAMH has a strong system of personal accountability and performance evaluation that results in individual growth and professional development for all of our staff.**
- B. At CAMH all of our work is driven by and aligned with our values and principles.**
- C. CAMH is a place where we are proud to work, known for professionalism, collaboration customer service, and system leadership.**

To achieve our aims we will work across portfolios at CAMH to renew our commitment to continuous improvement. To truly instill a **Quality Culture** we will realign our quality and safety infrastructure and processes and implement a consistent organization-wide performance management system.

Through a focus on **Leadership Development** we will disseminate our organizational values and leadership principles by leveraging the Inspirational Leadership Program, and by training and empowering managers to lead high-performing teams. We will infuse our values into a reconstructed recruitment process aimed at creating a fully-aligned workforce.

Staff Development will enrich our workforce. We will put the patients and families at the centre of the clinical team, and develop approaches and tools that allow them to participate fully in treatment and recovery. Excellent teams will be realized through a focus on interprofessional care and education. We will disseminate, implement and evaluate best practice guidelines as a Best Practice Spotlight Organization (designated by the Registered Nurses' Association of Ontario).

3. Build an environment that supports healing and recovery

Upon completion, CAMH's redevelopment will enable the programmatic advances that are required to transform care and will make a profound contribution to the health of our neighborhood and city.

Aims:

- A. CAMH facilities, technologies, processes and infrastructure enable evidence based models of care.**
- B. CAMH Redevelopment Phase 1 creates a holistic environment that supports excellent, integrated care**
- C. Our open and inclusive campus contributes to the vibrancy of the neighborhood and the city.**

Our aim is to build a 21st century academic health sciences centre, rooted in evidence-based best practices, guided by feedback from stakeholders, and enabled by capital redevelopment and respectful partnerships.

To achieve our aims in Phase 1B of the Queen Street Redevelopment we will create a safe and welcoming environment that is respectful and accessible for patients, family, staff and visitors. This environment will enable care based on recovery principles. It will promote collaboration, knowledge exchange and enhanced integration between research and clinical operations. It will be flexible for future change, sustainable and environmentally sensitive.

In **Phase 1B Evaluation** we will assess our performance to guide planning for Phase 1C and future redevelopment as part of our **Master Plan Renewal**. In addition to evaluating Phase 1B we will be guided by best practice in capital redevelopment, functional design and planning as well as excellence in related operational processes.

Through a commitment to respectful partnerships and **Community Engagement** we will contribute to the growth of a vibrant and healthy neighbourhood.

We will build an inclusive environment where we integrate with the urban fabric of surrounding areas and encourage public access to CAMH spaces. We believe that this environment will create opportunities for employment and housing through mixed use development. We deeply believe that a vibrant and flourishing campus will be a powerful tool in fighting prejudice and discrimination.

4. Ignite discovery and innovation

CAMH will build on its tradition of multidisciplinary mental illness and addiction research to fulfill a promise of better quality of life for those we serve. We will increase the depth and breadth of the pillars of our research: brain science, social and epidemiologic research and clinical studies.

Aims:

- A. CAMH contributions to understanding brain structure and function will lead to knowledge of the causes of mental illness and addiction.**
- B. More effective prevention and management strategies will be created by CAMH investigators through knowledge of the causes of mental illness and addiction.**
- C. An understanding of the societal factors that contribute to mental illness and addiction will drive essential research questions and direct CAMH public policy directions.**

To achieve our aims we will advance the strategic vision and objectives of the **Campbell Family Mental Health Research Institute**.

Our **Brain Research** will generate knowledge of the way brain dysfunction underlies mental illness, leading to the creation of diagnostic and treatment options. We will concentrate high-value and high-impact project activity into focused 'clusters' and powerful platform approaches to research. We will establish a cluster and a research chair in clinical neuroscience, and enhance strengths in epigenetics, pharmacogenetics and therapeutic brain intervention.

We will develop a training and support strategy to **Advance Clinical Research**. This will align clinical research resources with performance: providing protected research time for clinicians and developing a supportive infrastructure. We will focus on treatment effectiveness studies to truly ensure that our science serves people.

We will establish a **Social and Epidemiological Research Strategy** that contributes to system enhancement, public policy development and knowledge exchange to improve the health outcomes of *all* Ontarians. Special areas of focus will include First Nations, Workplace Mental Health, Global Mental Health, Violence and Barriers to Inclusion for people with Mental Health Disability.

5. Revolutionize education and knowledge exchange

CAMH has a responsibility to create a vision for a mental health learning organization that is known for its inter-professional, culturally competent workforce. We will expand our capacity to educate beyond health care professionals to patients, families, the health care system and society.

Aims:

- A. CAMH is globally recognized for mental health education, guided by the engagement and experience of the learner.**
- B. CAMH is a learning organization where knowledge exchange and best practices are embedded.**
- C. CAMH has an education research and scholarship program that informs best practice and innovation within CAMH and externally.**

We will develop and implement an **Education Strategy for CAMH** to achieve our aims in mental health education. It will include a Faculty Development Plan, through which we will foster innovation and excellence in teaching, as well as a library strategy and workforce education beginning with a focus on interprofessional cultural competence.

Through the creation of a multifaceted **Student Centre** we will enhance the experience of the learner at CAMH. We will also develop a **Mental Health Simulation Centre**, a unique provincial resource to support training in a life-like setting. We will build capacity in new areas such as interprofessional education, mental health promotion for children and youth, and patient and family education.

We will continue building a strategic **Knowledge Exchange** program within CAMH and align it with our provincial knowledge exchange objectives, initially focusing on children and youth initiatives. We will develop **Education Outreach** programs and dissemination strategies to serve targeted organizations and health professionals.

Mental health **Education Research** and scholarship will become an academic imperative at CAMH. We will focus on: prejudice/discrimination; the teacher/student relationship; patient and family education; learning in health care teams; and understanding and evaluating CAMH as a learning organization.

6. Drive social change

CAMH has the responsibility to play a leading role in transforming society's understanding of and attitudes toward mental illness and addiction, and to build a better mental health care system.

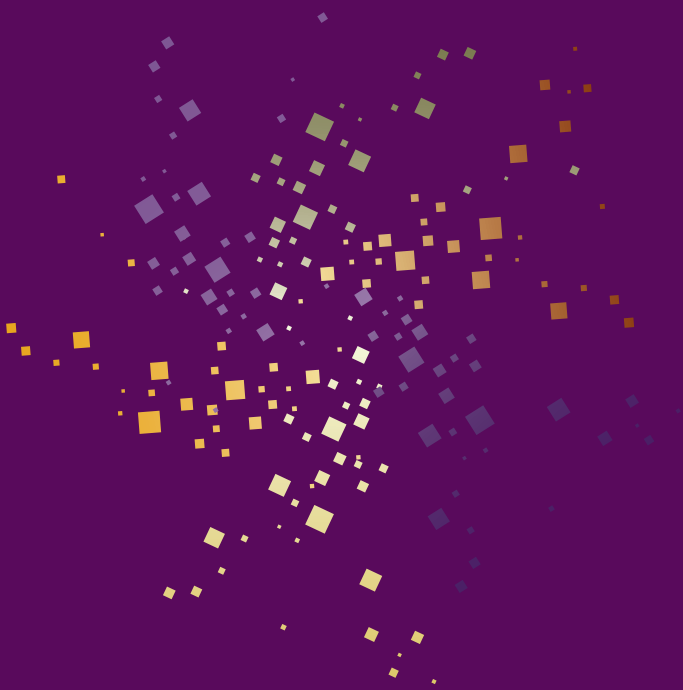
Aims:

- A. CAMH is a champion for health equity, social justice and inclusion for those with mental illness and addiction.**
- B. In partnership with the CAMH Foundation, CAMH engages people with lived experience, their families, community stakeholders and the public to lead the fight against prejudice and discrimination.**
- C. CAMH is a driving force in building accessible and effective treatment, health promotion and prevention across Ontario — through strategic partnerships, innovation, and knowledge exchange.**

To achieve our aims we will formulate a **Public Policy Strategy** that will establish a CAMH approach to communicating evidence-based policy and focused advocacy with sensitivity and impact. This work will respond to mental health priorities in our environment and respect the priorities of our patients and families, while aligning with the aims of our clinical work.

A public **Awareness Campaign** executed in partnership with the CAMH Foundation will communicate who we are and what we do as an organization. We will articulate our impact, our vision for social change and most importantly, our promise to those we serve.

Our promise to build a better world through social change includes a **Provincial Mental Health Strategy**. We will work with government and service providers across Ontario to build an accessible, equitable and effective mental illness and addiction system. Our first initiative will improve access to and coordination of services through Service Collaboratives. The CAMH Provincial Systems Support Program will develop evidence-based practices, and will support implementation at the agency level. It will strengthen system-level evaluation and performance monitoring.



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