



Centre for Addiction and Mental Health

Accredited with Exemplary Standing

Centre for Addiction and Mental Health has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement.

Centre for Addiction and Mental Health is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **Centre for Addiction and Mental Health** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Centre for Addiction and Mental Health (2023)

The Centre for Addiction and Mental Health (CAMH) is Canada's largest mental health teaching hospital, as well as one of the world's leading research centres in its field. CAMH is fully affiliated with the University of Toronto, and is a Pan American Health Organization/World Health Organization Collaborating Centre.

With more than 3,000 physicians, clinicians, researchers, educators and support staff, CAMH offers outstanding clinical care to more than 37,000 patients each year. Our organization conducts groundbreaking research, provides expert training, develops innovative health promotion and prevention strategies, and advocates on public policy issues at all levels of government.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

June 18, 2023 to June 23, 2023

Locations surveyed

- **2** locations were assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Exemplary Standing** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- **8 sets of standards** were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

The Centre for Addiction and Mental Health has a long and proud history of supporting individuals with mental health issues. Its history began with the opening of the Provincial Lunatic Asylum in 1850 to house patients in often difficult conditions. The entire property was enclosed with masonry walls – parts of which still stand today as historical structures. Over the next one and a half centuries, the organization continued to change and adapt to the changing views of mental health and to the needs of those with mental health issues. In 1998 the organization became known as the Centre for Addiction and Mental Health.

Today the Centre of the Centre for Addiction and Mental Health (CAMH) is Canada's largest mental health teaching hospital and one of the world's leading research centres in the field of mental health. CAMH operates clinical and research facilities in Toronto as well as ten other locations throughout the province of Ontario that provide communities with education and support for program development, health promotion and prevention.

Services at the main campus in Toronto include acute inpatient and outpatient programs, a 24/7 emergency department, complex care and recovery programs as well as child, youth and emerging adult inpatient and outpatient programs. Along with providing care, CAMH also acts as a teaching and research hospital, providing training to the next generation of mental health professionals and actively seeking discoveries to advance the treatment, recovery and understanding of mental illness, including addiction. The organization currently operates 515 inpatient beds and has more than 350,000 clinic visits per year.

Volumes seen in the emergency department (ED) have continued to grow and this growth has been exacerbated by the general increase in mental health issues following the COVID-19 pandemic. Last year the ER saw over 16,000 visits, which was approximately an 11 percent increase from the previous year. Patient acuity has also increased resulting in higher inpatient occupancy and patient flow challenges. CAMH's acute care program includes inpatient units which provide short-term intensive care for a diverse population with severe mental illness, including substance use disorders. In the past four years there has been a considerable increase in the population that is at the highest risk of need

of Psychiatric Intensive Care unit support. Included within the inpatient services are specialized services for geriatric clients, those recovering from psychosis, as well a number of forensic units. CAMH mental health inpatient services continue to transform care delivery through patient feedback, training, standardization, and supporting front line managers with resources to build inter-disciplinary teams. Key learnings and feedback on the experience of patients, families and staff in the new facility can support the successful transition of forensic services in the next phase of CAMH development.

CAMH's ambulatory services provide care to over 20,000 clients per year across 20 unique programs including psychiatric consultation and treatment, brain stimulation, addiction medicine treatment and system navigation. Included with ambulatory services is the front door or Access clinic. Access CAMH is a centralized referral management service which provides access to centralized information as well as intake and scheduling of services. Through virtual means, CAMH also provides support, education and access to research to northern, remote and underserved communities.

In 2020 CAMH launched a three-year strategic plan with an ambitious call to its community and partners to redefine health such that mental health is at the centre of the health care system and Health Redefined was adopted as the organization's vision. Much work has been done over the past three years surrounding the key strategic directions: to inspire, include and impact. The 2023-24 operational plan includes the planning for a new strategic plan which will launch in 2024. The organization has remained committed to three key pillars in the strategic plan: people, quality of care, and shaping the future.

CAMH has undergone significant redevelopment in the past four years including the opening of two new buildings. The physical changes to the campus have modernized and integrated patient care, research, education, health promotion and prevention activities in one location. Outdoor walking paths lead in from major streets and the buildings have large windows on the ground floor creating a sense of openness. The organization is commended for the way the redevelopment has created a more inclusive, respectful, and dignified setting, all of which helps to break down the stigma often associated with mental illness. The final phase of the campus redevelopment includes the replacement of the existing facilities for forensic services. CAMH has committed to involving the patient and family in all aspects of care including organizational planning, clinical care, research and education initiatives.

People centered care is embedded within and across all services and programs at CAMH. Resources are in place to not only support the patient but to also support the staff in meaningful and purposeful engagement. There are extensive education, training, and onboarding resources developed to support both the patient and the provider that are service/program specific. These structures and mechanisms support the co-creation of ideas and innovation that impact and interface at the point of care. Narrative storytelling is used to bring voice and visibility to the patient experience and to support a model of care that puts the patient and family at the center. All services and programs are evaluated by patients and families to support quality improvement. It is suggested that the organization consider having patient/family advisors more directly engaged in the work of the various programs and services as a part of the team to provide ongoing input into the planning and design of structures and processes which support the care of that particular program.

The Board of Trustees (Board) includes 16 elected members and several ex-officio voting members. Members are highly engaged and in tune with the vision and mission of CAMH and are commended for their passion and commitment to the enhancement of services for those with addiction and mental health issues. The Board has embraced the voice of the patients/families within governance and includes representatives from the Empowerment Council, the Family Advisory Committee, and several community members on the Clinical Quality Committee of the Board.

The Centre for Addiction and Mental Health enjoys a strong relationship with a number of local and regional partners including mental health providers in northern communities, local law enforcement services, community mental health and addiction agencies. Those interviewed recognize and appreciate the strong role CAMH has played and continues to play in changing societal views of mental health and impacting the growth of mental health programs. Partners indicated an interest in having a better understanding of the different programs that CAMH provides and how these programs may better support the clients they may be seeing. CAMH was described by the partners as an excellent resource and support, as connected and committed, trustworthy and inspiring, vital and complementary partners, culturally rooted, innovative and inclusive. The organization is commended for the work that they have done to support and work with partners across the province.

The services provided by CAMH are supported by an exceptional composition of qualified, dedicated, and compassionate professionals who support a dignity- informed approach to interdisciplinary care. The teams thoughtfully engage patients and families in care planning, closing the gaps and reducing barriers for clients with complex needs. There is a very strong commitment to patient and staff safety, evidence-based care, and innovation.

The Centre for Addiction and Mental Health is commended for their work to embrace an accreditation readiness approach aimed at integrating the requirements to support quality and safety standards of care into the everyday work of the organization.

Research has been a part of the mission of CAMH for some time and it is now known across the world for its research into addiction and mental health. The organization is commended for their work in continuing to grow the knowledge regarding addiction and mental health and to tying it directly to the care of clients suffering from an addiction and/or mental health issue.

Overview: Quality dimensions results

Accreditation Canada uses eight dimensions that all play a part in providing safe, high quality health care.

These dimensions are the basis for the standards, and each criteria in the standards is tied to one of the quality dimensions.

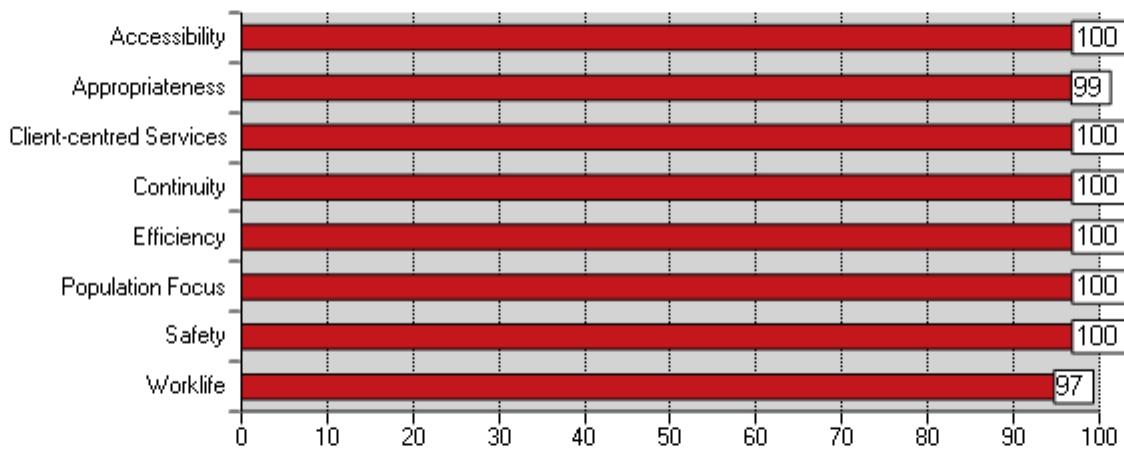
The quality dimensions are:

 Accessibility:	Give me timely and equitable services
 Appropriateness:	Do the right thing to achieve the best results
 Client-centred Services:	Partner with me and my family in our care
 Continuity:	Coordinate my care across the continuum
 Efficiency:	Make the best use of resources
 Population Focus:	Work with my community to anticipate and meet our needs
 Safety:	Keep me safe
 Worklife:	Take care of those who take care of me

Taken together, the dimensions create a picture of what a high quality health care program or service “looks like.” It is easy to access, focused on the client or patient, safe, efficient, effective, coordinated, reflective of community needs, and supportive of wellness and worklife balance.

This chart shows the percentage of criteria that the organization met for each quality dimension.

Quality Dimensions: Percentage of criteria met



Overview: Standards results

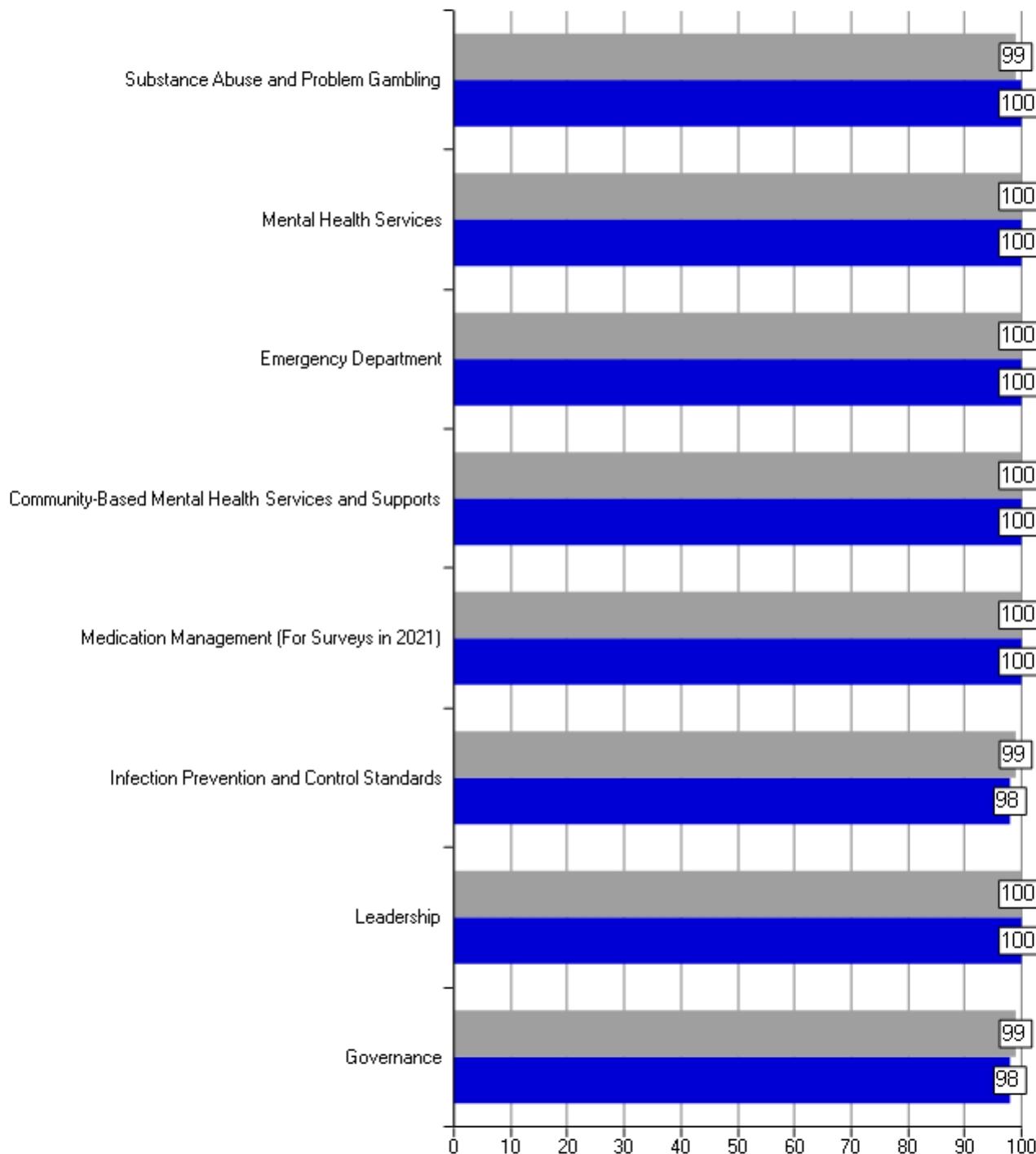
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

Some criteria—specifically those related to safety, ethics, risk management, or quality improvement—are considered high priority and carry more weight in determining the accreditation decision.

This chart shows the percentage of high priority criteria and the percentage of all criteria that the organization met in each set of standards.

Standards: Percentage of criteria met

 High priority criteria met Total criteria met



Overview: Required Organizational Practices results

Accreditation Canada defines a Required Organizational Practice (ROP) as an essential practice that must be in place for client safety and to minimize risk. ROPs are part of the standards. Each one has detailed tests for compliance that the organization must meet if it is to meet the ROP.

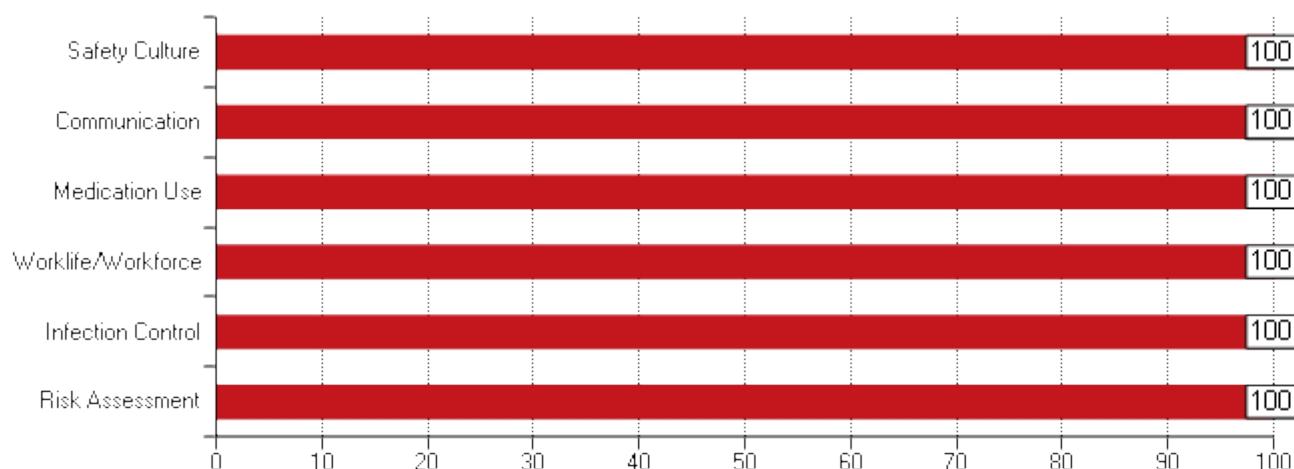
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes how select ROPs are being met across the country.

ROPS are categorized into six safety areas, each with its own goal:

- **Safety culture:** Create a culture of safety within the organization
- **Communication:** Improve the effectiveness and coordination of communication among care and service providers and with the recipients of care and service across the continuum
- **Medication use:** Ensure the safe use of high-risk medications
- **Worklife/workforce:** Create a worklife and physical environment that supports the safe delivery of care and service
- **Infection control:** Reduce the risk of health care-associated infections and their impact across the continuum of care/service
- **Risk assessment:** Identify safety risks inherent in the client population

See **Appendix B** for a list of the ROPs in each goal area.

ROP Goal Areas: Percentage of tests for compliance met



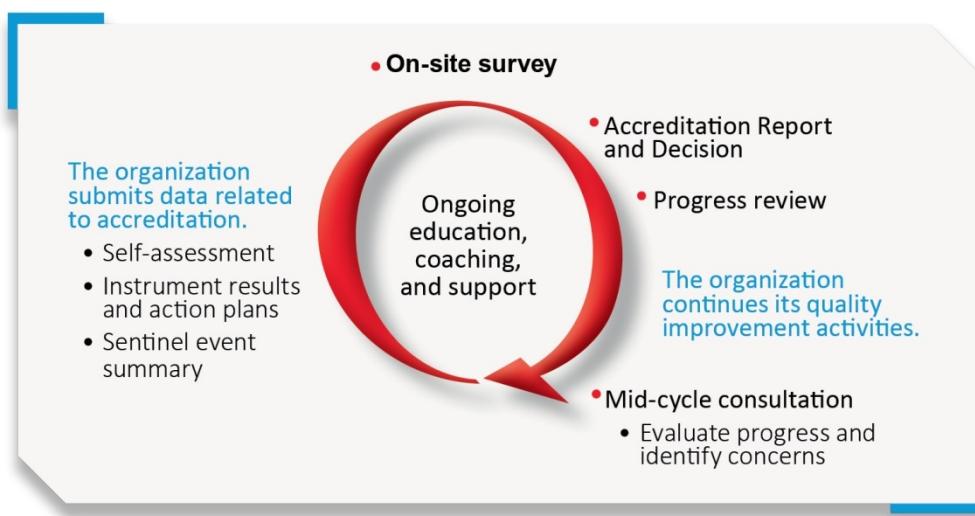
The quality improvement journey

The Qmentum accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet the standards and raise the quality of their services. Qmentum helps them assess all aspects of their operations, from board and leadership, to care and services, to infrastructure.

The program identifies and rewards quality and innovation. The time and resources an organization invests in accreditation pay off in terms of better care, safer clients, and stronger teamwork. Accreditation also helps organizations be more efficient and gives them structured methods to report on their activities and what they are doing to improve quality.

In the end, all Canadians benefit from safer and higher quality health services as a result of the commitment that so many organizations across the country have made to the accreditation process.

Qmentum: A four-year cycle of quality improvement



As **Centre for Addiction and Mental Health** continues its quality improvement journey, it will conduct an in-depth review of the accreditation results and findings. Then a new cycle of improvement will begin as it incorporates any outstanding issues into its overall quality improvement plan, further strengthening its efforts to build a robust and widespread culture of quality and safety within its walls.

Appendix A: Locations surveyed

- 1 Centre for Addiction and Mental Health, College Street
- 2 Centre for Addiction and Mental Health, Queen Street

Appendix B

Required Organizational Practices

Safety Culture

- Accountability for Quality
 - Patient safety incident disclosure
 - Patient safety incident management
 - Patient safety quarterly reports
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Communication

- Client Identification
 - Information transfer at care transitions
 - Medication reconciliation as a strategic priority
 - Medication reconciliation at care transitions
 - The “Do Not Use” list of abbreviations
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Medication Use

- Antimicrobial Stewardship
 - Concentrated Electrolytes
 - Heparin Safety
 - High-Alert Medications
 - Infusion Pumps Training
 - Narcotics Safety
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Worklife/Workforce

- Client Flow
 - Patient safety plan
 - Patient safety: education and training
 - Preventive Maintenance Program
 - Workplace Violence Prevention
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Infection Control

- Hand-Hygiene Compliance
 - Hand-Hygiene Education and Training
 - Infection Rates
 - Reprocessing
-

Risk Assessment

- Falls Prevention Strategy

Required Organizational Practices

- Suicide Prevention
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