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RECRUITMENT BRIEF

Centre for Addiction and Mental Health (CAMH)

President & CEO Search

April 2022

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Search

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CAMH is a Tobacco-Free Organization.

CAMH is fully affiliated with the University of Toronto and is a teaching hospital and research institute. As a CAMH employee, you will be expected to actively support CAMH's teaching and research activities, in addition to supporting the clinical work of the hospital.

At CAMH, we strive to be an equitable and inclusive employer. Our commitment to equity is grounded in an institution-wide commitment to achieving a working, teaching, and learning environment that is free of discrimination and harassment.

CAMH actively seeks candidates from First Nations, Métis and Inuit, racialized and LGBTQ2S+ communities, women, and people with disabilities (including people who have experienced mental health and substance use challenges).

We encourage people from all backgrounds to apply to our positions.

We thank all applicants for their interest, however, only those selected for an interview will be contacted. Please inform us if you require accommodations during the interview process.

THE OPPORTUNITY

More than 6.7 million Canadians experience mental illness annually. It is the world's leading cause of disability, and suicide accounts for nearly 800,000 deaths each year. People with mental illness face barriers to timely and effective mental health care and many receive no care until critically ill. As the world faces the prolonged and devastating social and economic effects triggered by the global pandemic, awareness of the importance of mental health is at an all-time high but systems and services to support communities and individuals remain strained and fragmented.

One of the top specialty hospitals in the world, CAMH is revolutionizing mental health care. Nowhere else has clinical care, research, education, policy, and advocacy come together; and they come together in one of the most diverse cities in the world. Supporting its experts to advance the prevention and innovative treatments for mental illness, CAMH brings together multidisciplinary expertise and the latest in research and practice to revolutionize the understanding of the brain, to close the gap in mental health care and research, to drive systemic and social change, and to optimize care for patients and their families.

CAMH is in the midst of its largest campaign to build the mental health facility of the future. The 'urban village', a beacon of hope, and demonstration of CAMH's move away from institutionalization and towards integration within its community, includes co-location of research and education spaces adjacent to clinical care that will enhance knowledge mobilization, discovery, and learning. CAMH is a place where top talent wants to come to work, discover, and learn, and in a city with the size and diversity of the patient population to allow them to do the work they cannot do anywhere else.

The role of President and Chief Executive Officer (CEO) will appeal to an accomplished leader in health care, ideally one who demonstrates transformative organizational leadership experience and oversight of the intersection of clinical care, research, education, and system change. They will be attracted to join a strong team of professionals committed to realizing bold and positive change where mental health is at the centre of the health care system, and where together with its partners, and supported by an engaged Board of Trustees, CAMH redefines health for the world.

OVERVIEW OF CAMH

The Centre for Addiction and Mental Health (CAMH) is Canada's largest mental health academic hospital and one of the world's leading research centres in its field. This past year, CAMH set a record in research funding, despite other unexpected pressures faced throughout the pandemic. In 2020 - 2021, CAMH reached a high of \$79.7 million in research spending, reflecting the continued importance of mental health and addictions research to its overall mandate. CAMH is affiliated with the University of Toronto and is a Pan American Health Organization/World Health Organization Collaborating Centre.

CAMH is steadfast in its belief that mental health is health. This conviction animates CAMH's vision to improving access to integrated care, answering the most difficult questions about mental illness, and removing barriers to belonging.

With approximately 500 inpatient beds, 4,000 staff, physicians and scientists, multiple sites in the Greater Toronto Area, regional system hubs across Ontario, and an annual operating budget of over \$370 million, CAMH offers clinical care to more than 34,000 patients each year. In addition, CAMH:

- Conducts ground-breaking research
- Provides expert training to health care professionals and scientists (trains one quarter of Canada's psychiatrists)
- Deploys new treatments and implements new models of care and support to redefine the patient journey
- Develops innovative health promotion and prevention strategies
- Advocates on public policy issues at all levels of government to drive system change

CAMH continues to advance work that improves outcomes for patients today and transforms mental health care for future generations.

Collaboration plays a huge role at CAMH. Working with its communities, CAMH is committed to redefining health – where mental health is health for everyone. As the population ages and diversifies, and new technologies revolutionize day to day lives, this changing landscape compels CAMH to reconsider the meaning of health.

CAMH Foundation, the fundraising arm of CAMH, aims to maximise the impact of every dollar raised so it is directed to the people and programs who need it most. The work carried out by the Foundation supports new programs, research, and augments services. This work includes the most ambitious objective for research to support mental health and addiction in the world; the largest campaign in mental health to build a new, state of the art research centre.

In 2020, CAMH established a three-year road map and strategic plan, [One CAMH](#), to support CAMH's vision to changing the landscape of mental health. The plan reflects the ambition, compassion and hopefulness that emanates from CAMH and is an ambitious call to action seeking better access, treatment and experiences for patients and their families, as well as future generations.

Building on its work to improve access and break down systemic barriers, CAMH launched the [CAMH Truth and Reconciliation Action Plan](#) in 2021, a three-year strategy to build stronger relationships between Indigenous and non-Indigenous people at CAMH and invites everyone at CAMH to take up the work of reconciliation with detailed action. That same year, CAMH also launched [Dismantling Anti-Black Racism](#), a strategy that includes 22 actions to decrease anti-Black racism at CAMH in 2022. Each of these plans were developed in partnership with external community advisors and CAMH leadership.

Strategic Directions and Goals

CAMH's nine goals underpin three strategic directions.

Inspire - Fosters hope through care, innovation, and advocacy.

- We will invest in people and infrastructure today to build a better tomorrow with patients, families, and communities
- We will make life-changing discoveries at the intersections of care, research, education, and technology
- We will mobilize the growing movement of mental health advocates

Include - Commands consideration of all voices and pushes us to find those that are missing.

- We will ensure easy access in person and digitally
- We will place diversity, equity, and inclusion at the centre of our work
- We will partner authentically within CAMH and across our communities

Impact - Means positive, tangible, and measurable change for our communities.

- We will move the dial on patient-centred health outcomes
- We will design the future as a partner and leader in system transformation
- We will collaborate for scale and spread of innovations to advance systems of care and sustain positive change that is local and global

Vision & Guiding Principles

Vision: health redefined.

Purpose: position mental health at the centre of health care.

Mission: dedicated to patient, family, and community well-being. Improve access to integrated care, answer the most difficult questions about mental illness and remove barriers to belonging. Together, we chose hope.

Belief: mental health is health.

Values: courage, respect, and excellence.

THE ROLE: PRESIDENT & CEO

During the last ten years, CAMH has experienced a radical shift that is unique in the coming together of research, clinical care, education, and advocacy. *One CAMH*, its strategic plan for 2020 to 2023 reflects the ambition, compassion and hopefulness that emanates from the organization. Now, at an even more pivotal point in time as we emerge post pandemic to the harsh reality of health inequities, systemic racism, and unprecedented demands for preventative and acute support for mental health for all, CAMH's CEO must demonstrate even more collaborative system leadership. The expectations of the next CEO are great. They must steer the organization through the next decade, building on its ambitious goals, ensuring excellence in clinical care, improvements in health access and equity, being a visible leader in the system and supporting further breakthrough research and even greater prevention and awareness about mental health.

Reporting to a dedicated Board of Trustees, the President & CEO will be responsible for leading this complex mental health academic hospital, inspiring excellence in day-to-day care for patients and their families as well as working with an integrated Executive Leadership Team responsible for system breakthroughs in clinical care, research, education, and advocacy. The role demands presence and leadership externally and internally, continuing to be a bold voice with governments, community partners, academic partners, and donors while also supporting excellence and quality of care for all who need help. They will partner with the CEO of the Foundation to attract new sources of funding, will oversee the operations and general management of CAMH's core services, featuring an operating budget of \$370 million, while demonstrating a curiosity for innovation and a commitment to collaborate closely with patients, families, system partners, the community, staff, and physicians. Embedded in all that they do, the CEO must drive action to break down systemic barriers for patients and staff and improve organizational equity and inclusion.

The CAMH CEO will demonstrate a track record of transformative leadership gained in an equally complex organizational environment, a generous and collaborative style, and a desire to be part of a team dedicated to revolutionizing mental health for Canada and the world. The role includes responsibilities to be both a compelling advocate for a more accessible and effective mental health system as well as a trusted institutional leader who ensures the best care for those experiencing the most complex illnesses.

KEY RESPONSIBILITIES

Strategic Vision

- Working with the Board of Trustees, develop and convey a bold, new way of thinking and appreciation for modern health care delivery in order to tackle the challenges in the system, the needs of communities, clients and families, government priorities, system partners, and organizational capacity

- Proactively seek input from key partners and stakeholders and collaborate to identify core needs, priority objectives, and diverse funding models to deliver sustainable solutions
- Keep abreast of and champion best models of innovation in mental health, leveraging advances in technology and the advantages of new and different strategic partnerships
- Assist Trustees in development and planning with responsibility for implementation of the long-range objectives, including advising Trustees of opportunities and threats to the plan with a recommended course of action
- Set operational objectives and goals in collaboration with the executive leadership team designed to achieve CAMH's strategic plan and critical success factors, advising Trustees on new and recommended changes to policies, strategies and objectives
- Ensure staff have a clear understanding of CAMH's vision, values and goals and inspires as a role model for the organization's leadership beliefs, actions, living its values of courage, respect and excellence and delivering on its action plan to dismantle anti-Black racism and truth and reconciliation commitments

Operational Leadership

- Establish clear senior staff responsibility and accountability with respect to the annual operating plan
- Develop strong working relationships with the Board and executive colleagues, providing advice and guidance on broad matters across the organization
- Ensure core infrastructure is in place to support the realization of CAMH's objectives, including talent, equipment, facilities, technology, data management tools and sound financial planning
- Provide functional support and advice for the development and implementation of best practices in quality and safety across CAMH

Talent/People Leadership

- Develop and continue to build an effective executive leadership team, aligned with CAMH's strategic and operating goals
- Provide leadership across the organization in creating a positive, professional, and inclusive work environment with high morale that is grounded on the principles of respect, integrity, and teamwork
- Foster a healthy and high performing environment that embraces diversity, equity, and inclusion, professional development, and review and ensure relevant systems for constructive feedback, training, and mentoring

External Relations, Fundraising and Revenue Generation

- Represent CAMH to the external environment of hospital, health care, government, agencies, and professional bodies; participate on regional, provincial, and national task

forces to ensure effective system relationships and integration as well as knowledge transfer and collaboration

- Speak to the work of CAMH in the media in order to engage the broader community
- Collaborate with the Foundation in fundraising for key priority campaigns and programs and maintain strong relationships to support these long-term objectives
- In close partnership with the Executive Leadership Team, oversee commercialization, and other revenue generation opportunities to position CAMH as a catalyzer

EXPERIENCE AND QUALIFICATIONS

- Relevant leadership experience gained in an academic health care environment of similar scale and complexity
- Previous significant administrative leadership experience including both strategic and operational accountability
- Proven leader of strong teams and respected leader and developer of people, who has a reputation for inspiring others through their own lived experience, for cultivating a collaborative team environment and can demonstrate tangible experience developing more diverse, inclusive, and equitable cultures
- Experience working with Boards of Directors and external agencies
- Track record of positive working relationships with government, academia, and community partners, with a solid understanding of the health system
- Adept with philanthropists and experience and exposure with donor relationships
- Knowledge and/or experience in mental health and addictions, is an asset

LEADERSHIP COMPETENCIES

Collaborating and Influencing

The next CEO will proactively and generously engage colleagues and solicit broad input and discussion to support informed decision-making. Politically and economically informed and astute, they will be visible to multiple stakeholders internally and externally (scientists, clinicians, executive team colleagues, Board members, donors, government) and be viewed as a collaborative system partner and leader. They will seek feedback, be authentic, decisive, generous in spirit and will engage others in the achievement of CAMH's priorities and its role in supporting the system to better serve patients and families.

Relationship Building

With internal leadership and employees, and externally, with a variety of patient, family, community and government partners, the successful candidate will be an active listener and strong communicator, as well as an active participant in key strategic discussions. They share and exhibit the values of courage, respect, excellence, will be a pathfinder, and problem-solver, and through their exceptional communication skills will convey empathy, a sense of excitement and well-articulated vision for CAMH and an improved system for mental health.

Driving Results

In an organization that has grown and evolved dramatically, the next CEO will demonstrate a balanced and pragmatic approach to ensuring optimal structure, process, and people to achieve short- and long-term objectives for CAMH. They will work across the enterprise to continue to reach higher performance by improving approaches based on calculated risks and benefits and will benchmark performance against global best practices. They will also ensure that there exists the appropriate funding to support excellence in day-to-day care as well as growth to realize its ambitious strategic objectives.

PERSONAL ATTRIBUTES

- Ability to authentically understand mental health and mental health delivery, and are passionate and committed to the belief that mental health is health
- A consummate communicator, equally comfortable leading and influencing across a diverse array of stakeholders and settings
- Entrepreneurial, innovative leadership style
- Aspirational for the organization and the system, not self
- Sophisticated social and emotional intelligence, self-aware and an individual who engages with a combination of confidence and sensitivity
- Conveys self-awareness of their own positionality and lived experience
- Courageous, collaborative, and demonstrated intellectual depth and curiosity
- Transparent and receptive consolidator and systems leader
- Strong cultural awareness and clear understanding of their values
- Humble, generous of spirit, a strong moral compass

CONTACT INFORMATION

For further information regarding this search, please contact Sharon Rudy at sharon@watsoninc.ca or Cameron Wilson at cameron@watsoninc.ca.

DISCLAIMER

This document is intended to provide background information on CAMH for the purpose of informing potential CEO candidates and does not provide binding legal representations or contractual obligations. The information contained herein may be subject to change.