

One CAMH

CAMH Strategic Plan
2020–2023

A note on language

Across CAMH and our communities, people use different terms to refer to similar subjects. For simplicity and consistency, we use the following terms in this plan:

Mental illness: includes addiction.

Patient: refers to people who receive care from CAMH. It includes “client” and related terms.

Family: refers to any person or group of people that someone identifies as being family or part of a significant circle of support.

CAMH community: includes patients, families, stakeholders and partners.

CAMH people: refers to everyone who works at CAMH, including staff, physicians, students, trustees and volunteers.

One CAMH

Vision

Health redefined.

Purpose

Position mental health at the centre of health care.

Mission

We are dedicated to patient, family and community well-being. We improve access to integrated care, answer the most difficult questions about mental illness and remove barriers to belonging. Together, we choose hope.

Belief

Mental health is health.

Values

Courage, respect and excellence.

One CAMH is our ambitious call to action

As members of the CAMH community, we have witnessed tremendous progress as together we have faced uncertainty, challenged the status quo and consistently strived to be better in all areas. We are proud of what we have accomplished and are even more optimistic about what we can achieve when we set our sights on a unified vision for the future—one that inspires bold and positive change, includes diverse voices and positively impacts the experiences of patients and their families, as well as future generations around the globe.

The broad engagement undertaken to build One CAMH was a fitting start to reimagining the next chapter of our organization. It is no surprise to us that it led to a plan that reflects the ambition, compassion and hopefulness that emanates from this organization. Thank you for your inspiring and passionate contributions.

One CAMH is more than a response to a changing world. It is an ambitious call to action in a world that isn't changing fast enough.

As an organization that serves people who are routinely denied access to the most basic human rights and dignities, we demand better and commit ourselves to leading by example. CAMH has come a long way. We know we have further to go.

We look forward to working together as One CAMH to achieve our shared goals over the years to come.

Sincerely,
David Wilson
Chair, Board of Trustees, June 2017–June 2020

Medhat Mahdy
Chair, Board of Trustees, June 2020–present

The future is bright because we imagine it together

Big change demands a coalition of many, but it can start with one connection—one interaction that changes a life, one idea that unites a community. When those ideas and interactions coalesce, they create a movement.

Our collection of such moments is growing. In 2018, an anonymous contributor gave CAMH the largest donation to mental health research in Canadian history and changed the future for all who live with mental illness. This year, we open our eighth and ninth new buildings, creating recovery-oriented facilities at our Queen Street site. This represents a giant step toward our dream of community integration.

Most recently, our community and the rest of the world came together in many thousands of acts of courage to face the unimaginable. We experienced tragic loss in the face of COVID-19. Loss of life, loss of a sense of security and loss of imagined futures. The intersections between health and housing, income and food security were never more clear. The undeniable truth that mental health is health was never more collectively felt.

COVID-19 stretched the limits of our networks of care. Then it pushed past them. And on we fought. As one world, one Canada and One CAMH.

We move forward forever changed. We move forward with a renewed understanding of the power of community and oneness of purpose.

The future is bright because we imagine it together. It's a future where mental health is at the centre of our health care system, where along with our partners, we redefine health. To achieve this vision, we've created a three-year road map: this new strategic plan, One CAMH.

Thank you for your enthusiastic voices: patients, families and youth, system partners, our community and the people of CAMH, whom I am honoured to call colleagues. With your perspectives, we have reimagined and reshaped the future of CAMH together. As you read and experience One CAMH, I hope you hear echoes of your participation, including the hard moments during our response to COVID-19 in the spring of 2020.

This is a major step on our journey toward the next million moments that will change the landscape of mental health.

Sincerely,
Dr. Catherine Zahn
President and Chief Executive Officer

The world needs a new definition of health

More than 6.7 million Canadians experience mental illness annually.¹ It is one of the world's leading causes of disability,² and suicide accounts for nearly 800,000 deaths each year.³ We know that people with mental illness face barriers to timely and effective mental health care, and many receive no care until they are critically ill.

At CAMH, we advocate equitable mental health resources and supports in our publicly funded health care system. We deploy new treatments and implement new models of care and support. We build new spaces to facilitate recovery and community reintegration.

Meanwhile, the population ages and diversifies. New technologies and global challenges revolutionize our day-to-day lives. COVID-19 accelerated access to virtual care and remote working platforms at the same time as it shone a spotlight on the importance of human connection to our well-being. Our #apartnotalone campaign, our COVID-19 resource hub and our part in Ontario's pandemic response reminded the world that mental health is health. We saw a growing willingness to talk about the health impacts of anxiety. We also saw people without safe housing, stable incomes or food security—many of whom experience mental illness—face much higher levels of risk.

Our changing landscape compels us to reconsider the meaning of health. It is time for a new definition, one that places mental health at the centre of the health care system and acknowledges the personal, social, environmental and political forces shaping health. These ideas form the core of our vision: **Health redefined.**

We are steadfast in our belief that mental health is health. This conviction animates our mission:

**We are dedicated to patient, family and community well-being.
We improve access to integrated care, answer the most difficult
questions about mental illness and remove barriers to belonging.
Together, we choose hope.**

1 Mental Health Commission of Canada. (2013). Making the Case for Investing in Mental Health in Canada. Retrieved from https://www.mentalhealthcommission.ca/sites/default/files/Investing_in_Mental_Health_FINAL_Version_ENG_0.pdf

2 World Health Organization. (2019). Mental disorders. Retrieved from <https://www.who.int/news-room/fact-sheets/detail/mental-disorders>

3 World Health Organization. (2020). Suicide data. Retrieved from https://www.who.int/mental_health/prevention/suicide/suicideprevent/en/

“It’s important to acknowledge that CAMH is unlearning and unravelling the deep-rooted legacy, stigma and deeply unequal treatment and care that mental health patients have received.”

Engagement participant, CAMH strategic plan development

A definition of health that considers the importance of housing

Darlene Stimson is a mental health and poverty advocate. Recently, her son Adam passed away because of a respiratory infection.

“When his housing situation became more precarious, it really affected him,” says Darlene. “I lost count of the number of times he called me in tears because another landlord refused to rent to him because he was on ODSP.”

In fall 2016, Darlene and Adam were forced to leave their apartment. Darlene has attention-deficit/hyperactivity disorder and Adam experienced suicidal ideation. For the last nine months of his life, Adam lived in a number of homeless shelters. His mental and physical health worsened.

A long-time member of CAMH’s Empowerment Council and Constituency Council, Darlene believes Adam would still be alive if he had had stable housing and a stronger social safety net.

“I know what living in a shelter did to Adam in terms of wilting away his self-esteem. I can’t stress enough how important stable housing is for wellness. I’m trying to hang on to the fact he’s not in pain anymore, but the advocate and social justice warrior in me simply cannot walk away from this.”

Darlene Stimson, Mental health and poverty advocate

A different approach

Diverse voices helped to create One CAMH. This journey began with our aspiration to “create the space where people living with the problem can come together to tell the truth, think more deeply about what is really happening [and] explore options beyond popular thinking.”⁴

We wanted to learn what people thought about the purpose of CAMH right now and what it should express in the future. We asked how CAMH should develop its vision, how our community lives its values and where we could improve.

4 Senge, P., Hamilton, H. & Kanila, J. (2015). The dawn of system leadership. *Stanford Social Innovation Review*, 13 (1). Retrieved from https://ssir.org/articles/entry/the_dawn_of_system_leadership

To tailor our engagement techniques for our communities, we provided online experiences; introduced creativity and co-creation into our CEO “Un-Town Hall” staff gatherings and our sessions with patients, family and youth; and deployed street teams to carry out short-burst interviews across CAMH locations.

We spoke with staff, physicians, patients, family members, youth, students and volunteers. We looked to the knowledge and expertise of our system partners, councils and committees, all of whom offered valuable insights.

Most importantly, we asked, “What will ‘better’ mean for CAMH?” In spring 2019, six insights emerged that helped us to shape One CAMH. By the fall, we validated these insights and invited participants to engage further in identifying our new vision and mission.

The CAMH Operations Committee, Executive Leadership Team and Board of Trustees stewarded the process. We appreciate the creative and compelling perspectives shared by participants across our two phases of engagement, in particular those of the CAMH Constituency Council, Empowerment Council, Family Advisory Committees and Youth Advisory Group.

“In the future ... the brick and mortar will be the unrecognized part of our work. We will offer services digitally to those in their home/ community environments. We will be the leader for digital mental health globally.”

Engagement participant, CAMH strategic plan development

Good design enables change

Our approach elicited clear expectations and generated three strategic directions: **inspire**, **include** and **impact**.

CAMH stakeholders expect strength and boldness, with provincial, national and international reach. **Inspire** fosters hope through care, innovation and advocacy.

People want CAMH to be inclusive. **Include** commands consideration of all voices and pushes us to find those that are missing.

Our communities hope that CAMH will create a futuristic plan and collaborate for transformation. **Impact** means positive, tangible and measurable change for our communities.

The design of One CAMH supports a purposeful and connected journey toward realizing our vision of health redefined. We inspire and include for **impact**. Nine goals underpin the three strategic directions:

INSPIRE

- 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

- 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

- 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.

1,500 unique engagement participants

Under each of our three strategic directions, we will bring our goals to life through interconnected priority actions, each of which includes milestones that clarify how we will demonstrate progress. To redefine health, “Inspire, Include and Impact” will encompass and infuse all that we do.

In year 1 of our plan, we will identify indicators to measure our overall performance, then assess and monitor them in response to changing needs. Priority areas for measurement will include those related to:

- timely access to patient-centred care
- engagement and well-being of CAMH people
- growth in the mental health movement
- improvement in equity, diversity and inclusion
- influence of CAMH discoveries and innovations
- quality of patient experiences
- enhanced safety and effectiveness of care.

Our promise

One CAMH embodies a promise to our community and to ourselves. It is a road map toward our vision of health redefined.

We will inspire the world and ourselves. We will ask whose voices are missing, and we will include them. We will focus on opportunities for maximum impact.

For all of our communities, One CAMH represents a collective vision and a reflection of your voices.

One CAMH is an invitation to redefine health together.

Research that inspires hope through inclusion

As the manager of research ethics, Erin Bell focuses on respecting the rights and welfare of participants in CAMH research projects.

“CAMH’s Office of Health Equity is an incredible resource that does a great job educating people on the experiences and backgrounds of many of our patients. We also have renowned researchers furthering knowledge about diversity and equity, and there are community members on the Research Ethics Board providing valuable input,” says Erin. “It’s important to include these perspectives in the research process and to consider what we could be doing even better.”

Erin’s team works with the Office of Health Equity and others to create tools that support inclusion in research projects. Examples include sharing best practices for collecting socio-demographic information and ensuring that templates avoid stigmatizing and gendered language.

“There are so many things that can make somebody feel excluded, like when the boxes on a form don’t represent them. When people come to CAMH—whether for research or health care—they should feel included, represented and respected throughout every interaction.”

Erin Bell, Manager, Research Ethics

INSPIRE

Goals

- 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.

Priority actions

To realize these goals, we commit to four priority actions. Each includes milestones that clarify how we will demonstrate progress over the three-year duration of One CAMH.

“Why does the hospital setting have to be so structured? What more supportive settings might be effective?”

Engagement participant, CAMH strategic plan development

“I see courage in clients every day. Especially those who are chronically unwell and actively psychotic even with medication.”

Engagement participant, CAMH strategic plan development

“I couldn’t help but think how important eliminating stigma is to CAMH’s vision and the future of care.”

Engagement participant, CAMH strategic plan development

INSPIRED ENVIRONMENTS

If you look at the corner of Queen Street West and Ossington Avenue at the beginning and again at the end of 2020, you will experience an intersection transformed. When you enter the two buildings, you will witness a transformation in mental health care.

The McCain Complex Care and Recovery Building and the Crisis and Critical Care Building will emphasize design that embraces what patients and families told us matters: privacy, dignity, access to common and green spaces, and lots of natural light. Features include a Patient and Family Resource Centre, an auditorium and a “therapeutic neighbourhood” that supports skills development and other programming to enhance patient recovery.

Over the course of One CAMH, we aspire to break ground on a forensic mental health building, which we envision as a contemporary health care environment that enables people to claim control over their pathway to recovery. And as part of the “Hope through Discovery” priority action (within Inspire), we invite support for discovery and innovation through construction of a research centre.

These buildings demonstrate our commitment to environments that are inclusive and respectful, and that challenge prejudice and discrimination. They represent important steps in our redevelopment plan to modernize and integrate patient care, research, education, health promotion and prevention activities in one location. However, they are not our end point. Until all of our environments foster well-being, we have work to do.

2020–2021

- Usher in a new era of patient-centred care and community integration with the opening of the McCain Complex Care and Recovery Building and the Crisis and Critical Care Building.
- Leverage leading-edge design to increase recovery-oriented patient programming and opportunities for CAMH people to connect with one another and our communities in new ways.

2021-2022

- Re-initiate engagement with patient, family, partner and community participants from the 2017 and 2018 forensic design vision sessions.

2022–2023

- Enter a new paradigm of forensic care by breaking ground on a building that inspires hope, healing and a sense of being valued.

INDIVIDUAL AND TEAM HEALTH

When CAMH people feel inspired, they inspire the world. To cultivate our individual and collective potentials, we must offer the best work environments and recruit the best people.

Safe and Well CAMH is a multi-year initiative that has confirmed how the health and well-being of CAMH people affect their experience and the well-being of patients. We have seen positive results from the practice and culture of team huddles, the initiation of a physician wellness and excellence strategy, a growing Wellness Centre membership and the rollout of our TIDES (Trauma-Informed De-Escalation Education for Safety and Self-Protection) program in partnership with people with lived experience.

As we reassess and grow our individual and team supports under One CAMH, we build on the solid foundation established by Safe and Well CAMH. Our commitment to embrace the value of investing in the physical and psychological health and safety of CAMH people and of fostering joy in work only deepens in a world responding to the COVID-19 pandemic. As we navigate a return to full operations, the physical and psychological safety of CAMH people remains our top priority.

To drive discovery and innovation, we must recruit and retain top talent across our clinical and academic missions. We commit to a world-class experience. We will ensure easy-to-find information and positive service experiences across a person's career, student placement or volunteer work at CAMH—from the moment a prospective team member clicks “submit” on an application to the day they express interest in a learning and development opportunity, and beyond.

In alignment with “Fair and Just CAMH” (a priority action within Include), this work includes making central actions to support greater diversity, equity and inclusion in our workplace.

2020–2021

- Leverage the success of Safe and Well CAMH to evolve the comprehensive workplace mental health strategy for CAMH people.
- Starting with the recruitment process, identify and implement changes that support greater diversity, equity and inclusion.
- Expand the talent management program to foster inclusive, cross-organizational development opportunities.

2021-2022

- Embed measurement in comprehensive workplace mental health strategy implementation to ensure a positive impact on the health of CAMH people and patients.
- Collaborate with our academic partners toward a renewed experience for students.

2022–2023

- Fully implement a new, technology-driven human resource system across CAMH.
- Monitor progress and make updates as needed to ensure the continued physical and psychological safety and well-being of CAMH people in alignment with “Fair and Just CAMH.”

HOPE THROUGH DISCOVERY

One discovery can change the course of many lives. Every day, CAMH scientists collaborate locally, nationally and globally for such moments.

In the Campbell Family Mental Health Research Institute, scientists recently made groundbreaking discoveries related to posttraumatic stress disorder (PTSD). They shed light on the molecular mechanisms underlying PTSD and introduce a new approach for understanding psychiatric disorders. They unlock ways to treat and even prevent PTSD symptoms.

We celebrate such achievements as we recognize that our understanding of even the basic mechanisms of mental illness remains incomplete. To close the discovery gap, our efforts focus on three areas: revolutionize understanding of the brain and the causes, biomarkers and treatments of mental illness; transform CAMH so every patient, clinician and stakeholder becomes a partner in research; and use evidence to drive systemic and social change, and to optimize care.

Convergence is critical to answering our most difficult questions about mental illness. We are redesigning structures and platforms to inspire collaboration. To accelerate progress, we envision a new, world-leading mental health research centre. It will be a state-of-the-art facility, where the world's best minds use the most advanced technologies, and where scientists, clinicians, patients and families build better tomorrows together.

Research is a critical patient service that spans the One CAMH strategic directions. Our commitments to collaboration feature again in “Patient and Family Engagement” (a priority action within Include). More of our major discovery milestones appear in “Discovery Fund” (a priority action within Impact).

2020–2021

- Drive integrative and lifespan genetic and epigenetic research by establishing the first CAMH Biobank and linking it to anonymized patient clinical and brain health data.
- Inform prevention and policy by providing an evidence base on emerging issues, such as opioids, cannabis and vaping.
- Foster shared priority-setting by establishing clinical research advisory groups that include patients, families, clinicians, clinician scientists and administrators.

2021-2022

- Collaborate on digital data-sharing standards and infrastructure that will protect patient privacy and propel the scaling effect of big data.
- Collaborate to integrate research on the brain across basic and clinical areas and to drive translational research outcomes.

2022–2023

- Advance our vision for a new state-of-the-art research centre that will accelerate research as a critical patient service.
- Through clinical research and practice integration, improve care experiences using data-driven, next-generation decision-support charts.
- Establish a technology development fund to support novel discoveries by CAMH inventors.
- Establish and develop commercialization opportunities to foster the impact of CAMH research inventions.

MENTAL HEALTH IS HEALTH: 2.0

We believe that mental health is health. In recent years, our invitation to embrace this conviction ignited a movement, and “mental health is health” has become its rallying cry. With our allies, we are ready for the next chapter.

It is time to end the prejudice and discrimination that create barriers to belonging for people with mental illness, including addiction. It is time to invest in our cause and in CAMH as the place where we unite to provide solutions.

With the support of a growing cohort of mental health advocates, it is time to build a world where mental health stands at the centre of health care and where together we can choose hope for better tomorrows.

2020–2021

- Develop a new call to action that aims to mobilize local, national and global mental health movements.
- Release policy recommendations on suicide prevention and the impact of COVID-19 on mental health.

2021-2022

- Engage with a growing number of mental health advocates to bring mental health into the centre of health care.

2022–2023

- Mobilize the local, national and global mental health movements around the connection between research and improved outcomes.

Platform fosters collaborative innovation

The team behind Take My Photo Day pitched their project at the 2019 CAMH Innovation Expo, and a year later their idea became reality. The event gives patients a place to have professional pictures taken and to have updated photos added to CAMH's electronic medical record.

The expo provides a platform and pipeline for innovative ideas about improving patient care. It includes an exhibition floor, an expert panel and a Dragons' Den-style competition. The winning idea receives donor funding and CAMH leadership support to pilot the idea at the hospital.

Project analyst and Take My Photo Day team member Matthew Jabile calls the expo a great opportunity to build a bridge between individuals with unique ideas and those who can help them implement their innovations.

“It may be difficult for some to execute their idea, as they may not have the platform or know the right people. The expo gives staff an opportunity to work with groups they may not work with on a daily basis, which fosters collaboration within our organization.”

Matthew Jabile, Project analyst and Take My Photo Day team member

INCLUDE

Goals

- 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.

Priority actions

To realize these goals, we commit to five priority actions. Each includes milestones that clarify how we will demonstrate progress over the three-year duration of One CAMH.

“[CAMH needs to] provide patient-centred care built through innovative co-design methods.”

Engagement participant, CAMH strategic plan development

“[I hope CAMH starts to] supplement face-to-face interactions ... with e-consults, access to self-learning and support, and tools and other information pertaining to your care and recovery from the comfort of your own home and device, when and where you need it most.”

Engagement participant, CAMH strategic plan development

“We still have room to grow on how we live respectfully. There are so many positive examples of respect, especially when it comes to including voices. Where we struggle is the action after we’ve listened. For many, it is still business as usual.”

Engagement participant, CAMH strategic plan development

RESPONSIVE ACCESS TO CARE

Among Canadians aged 15 or older who report that they need mental health care, one-third say the health care system does not meet their needs.⁵

5 Sunderland, A. & Findlay, L.C. (2013). Perceived Need for Mental Health Care in Canada: Results from the 2012 Canadian Community Health Survey – Mental Health. Statistics Canada Catalogue no. 82-003-X.

In Ontario, mental illness accounts for about 11 to 15 per cent of the burden of disease but receives just 7 per cent of health care dollars.^{6,7} This underfunding affects our health care system’s ability to offer timely intervention and adequate support for mental illness.

CAMH experiences the immediate effects of this gap. In the last five years, the number of patients visiting our emergency department has increased by 68 per cent. Through services such as the CAMH Gender Identity and New Beginnings Clinics, we know that our hospital and the overall health system must do better to meet the diverse needs of the communities we serve.

Our work is ongoing to address this unmet and growing demand. For example, the CAMH Bridging Clinic provides more appropriate care to people entering our emergency department with less acute needs. Following on the development of a culturally adapted form of cognitive-behavioural therapy for people of Caribbean origin, CAMH is leading a similar project for Canadians of South Asian origin.

One CAMH focuses our efforts on areas where we see the biggest opportunities for meaningful change. With our partners, we remain committed to ensuring timely, easy access and to growing and changing our services and processes to meet the needs of patients and families.

Our commitments to “Connected Systems of Care” (within Impact) and to “Digital Health and Innovation @CAMH” and “Fair and Just CAMH” (within Include) help to advance this important work.

2020–2021

- Consolidate our crisis care capacity and improve patient experience as we co-locate services to the Crisis and Critical Care Building.
- Work with partners and the community to improve the cultural appropriateness of services.
- Enhance services for transition-aged youth that respond to their self-identified needs.

2021-2022

- In alignment with “Connected Systems of Care” commitments, launch an enhanced referral management system through improvements to Access CAMH.
- To help scale and spread virtual care services across CAMH and the broader system, evaluate these services in connection with “Digital Health Innovation @CAMH.”

6 Institute for Health Metrics and Evaluation. (2018). GBD compare data visualizations. Retrieved from www.healthdata.org/data-visualization/gbd-compare

7 Brien, S. et al. (2015). Taking Stock: A Report on the Quality of Mental Health and Addictions Services in Ontario. Toronto: *Health Quality Ontario & Institute for Clinical Evaluative Sciences*.

2022–2023

- Leverage data, analytics and community partnerships to innovate, address gaps and ensure timely, easy access to care.

DIGITAL HEALTH INNOVATION @CAMH

At CAMH, leading-edge information technology plays an integral role in supporting the best possible care. We have a highly coordinated, paperless electronic health record and are leaders in analytics and big data. These are transforming how patients, families and communities experience care.

The CAMH response to COVID-19 reshaped how we deliver care. Dramatic expansion of our virtual offerings saw us adopt new ways of caring for patients and integrate technology like never before.

At the same time, the acceleration of virtual care has meant that patients who do not have the technology to participate have greater challenges accessing care. We are committed to addressing this emerging barrier to belonging.

Digital Health Innovation @CAMH continues to reimagine the patient journey and scale technologies (e.g., mobile apps, wearables) to support recovery in places that work for patients (e.g., homes, communities, CAMH).

Our next step, a robust innovation ecosystem and its pipeline, is necessary to improve patient and population health outcomes now and into the future.

This priority action links closely to “Responsive Access to Care” (within Include) and to “Caring and Accountable CAMH” (within Impact). Through these interconnected initiatives, we embrace patient and family co-design, partnerships and a culture of inclusive innovation that moves us together from ideas to reality.

2020–2021

- Launch “Digital Health Innovation @CAMH,” a road map grounded in early wins and long-term changes.
- Continue our virtual care expansion and roll out internet-based cognitive-behavioural therapy.

2021-2022

- Build on successes from the CAMH Innovation Expo to launch an innovation pipeline and demonstration units that will accelerate identification and adoption of technology solutions.
- Formalize strategic partnerships within the start-up, research and technology communities to deliver digital services and tools.

2022–2023

- Continue our move toward a virtual hospital, where care follows the patient and is accessible online.

FAIR AND JUST CAMH

Movements such as #MeToo and #BlackLivesMatter opened conversations about long-standing patterns of power, privilege and oppression, which can result in poor outcomes for patients and negative experiences for CAMH people.

Many CAMH initiatives aim to increase health equity and promote belonging. To coordinate and amplify our work, we launched the Fair and Just CAMH initiative in 2019. In collaboration with groups such as the CAMH Horizontal Violence, Anti-Racism and Anti-Oppression Working Group, the initiative helps to advance multi-year milestones in areas that include data-sharing, health outcomes, training and other support for CAMH people.

Fair and Just CAMH represents our commitment to do more. It weaves through all our work and aligns with other priority actions, such as “Individual and Team Health” (within Inspire), “Shkaabe Makwa” (within Impact) and “Responsive Access to Care” (within Include). Together, we walk an intentional path toward greater diversity, equity and inclusion.

2020–2021

- Conduct a survey and continue to host inclusivity events to inform actions that address horizontal violence, racism and oppression at CAMH.
- Informed by results of a quality improvement project for Interpreter Services, implement initiatives to improve service use at CAMH and beyond.
- Build on our extensive internal and external health equity training experience to pilot targeted training in the CAMH forensics program, then expand to additional areas.

2021-2022

- For CAMH recruitment, retention and training, drive improvements that support survey findings and that are integrated with initiatives under “Individual and Team Health.”

2022–2023

- Monitor impact, make necessary adjustments and continue working toward a more diverse, equitable and inclusive CAMH.

PATIENT AND FAMILY ENGAGEMENT

Patients and families must be central to our work. Our three-year Patient and Family Engagement Road Map activates this principle. It outlines steps toward a future where we include patients and families in all aspects of our organizational, clinical, research and education initiatives. It aims to achieve care of the highest quality.

We have already begun to evolve our structures and culture to ensure that CAMH people, patients and families can collaborate meaningfully and respectfully. Through One CAMH, we commit to further changes and to establishing mechanisms for monitoring the outcomes of patient and family engagement. We know that peers play important roles, and our work will include efforts to amplify their participation. The “Collaboration and Co-Design” priority action (within Include) outlines additional plans to elevate partnerships. Patient, family and partner engagement also features in numerous other sections of One CAMH, which illustrates the centrality of engagement to our vision of redefining health with our communities.

2020-2021

- Launch the Patient Advisory Committee to ensure CAMH embeds patients and families in decision making.
- Launch patient and family research advisory groups, which support researchers in engaging and co-designing with patients and families across the research spectrum.
- Establish the Patient and Family Partners Program.

2021-2022

- For quality improvement initiatives, co-create research and measures driven by experiences and outcomes that are important to patients and families.
- Increase access to peer education, advocacy and support.

2022-2023

- Evaluate and optimize patient and family engagement outcomes.

COLLABORATION AND CO-DESIGN

The One CAMH engagement journey surfaced important questions, including what it means to develop and implement change together; how to build a shared understanding of collaboration, co-design and co-production; and how to know when we are using the right approach.

CAMH has expertise in these ways of working. For example, the Krembil Centre for Neuroinformatics calls upon its scientists to ensure collaboration in 80 per cent of research undertakings. The Discovery Fund builds convergence platforms to

support researchers from different fields of expertise to work with one another and with patients and families in new ways.

The CAMH recovery college pilot program brings to life service user-identified strengths and values (e.g., self-determination, empowerment, equity). It does this by co-developing and co-delivering courses that help people achieve their self-defined recovery goals. The program is committed to building community partnerships and to putting decision-making power in the hands of people with lived experience. This will ensure the direction of the program remains in the hands of many.

When we work together in ways that disrupt traditional structures, opportunities for deeper inclusion and transformative change increase. We see this informing One CAMH implementation broadly and our “Connected Systems of Care” priority action (within Impact) particularly.

2020–2021

- Evolve the recovery college to meet student needs through virtual delivery, expanded course offerings and innovative partnerships.
- Enter new, non-traditional partnerships in priority areas aligned with our vision of health redefined. These areas include housing, income support, education and food security.

2021-2022

- In the recovery college, establish community-based partnerships and expand virtual offerings that increase program reach and accessibility in the Greater Toronto Area and beyond.

2022–2023

- Use co-created evaluation to measure the effects of the recovery college, while implementing a co-developed, recovery-oriented research program.

ECHO keeps clinicians connected during COVID-19

People are getting used to interacting with others through a video screen. For the dedicated group of health experts at ECHO Ontario Mental Health, it's part of their day-to-day.

The team connects health care providers in remote communities, where far fewer resources is the reality, with clinicians and educators from across the province, allowing them to learn from one another. Their focus has long been Ontario's diverse health care needs, with topics such as First Nations, Inuit and Métis wellness and trans and gender-diverse health care.

In response to COVID-19, the ECHO Ontario Coping with COVID program launched to support over 500 health care providers, with numbers continually increasing.

"The rapid launch of ECHO Coping with COVID was important to support emerging needs. Fortunately we had a strong foundation," says Allison Crawford, Associate Chief, Virtual Mental Health & Outreach.

The world has not fully come to terms with the pandemic's impact, but one thing is clear: programs like ECHO will resonate loudly in this brave new world.

"The necessity of keeping people connected and informed has never been more crucial."

Eva Serhal, Director of Virtual Mental Health & Outreach and ECHO Ontario Mental Health

IMPACT

Goals

- 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 to sustain positive change that is local and global.

Priority actions

To realize these goals, we commit to five priority actions. Each includes milestones that clarify how we will demonstrate progress over the three-year duration of One CAMH.

“Let’s do something big and bold that people will notice and will have an impact.”

Engagement participant, CAMH strategic plan development

“Dear patient of the future ... you have stepped into a place that sees each person as an individual with unique needs. You will be provided treatment and services that meet those unique needs, but that are standardized, evidence-based, and recovery focused.”

Engagement participant, CAMH strategic plan development

“Excellence is consistently measuring what is working and what isn’t.”

Engagement participant, CAMH strategic plan development

DISCOVERY FUND

In 2018, an unprecedented \$100 million anonymous donation fuelled the launch of the CAMH Discovery Fund. The fund fosters hope as it drives research that aspires to bold, concrete impacts: lower rates of suicide; reduced disability associated with common mental disorders; and better outcomes for people with psychosis.

The fund invests in people, ideas and a discovery platform. To date, its results include the launch of two major and ongoing funding competitions: a seed-funding competition that has supported 15 CAMH researchers with two-year awards; and a talent development competition that has supported the recruitment of 36 post-doctoral fellows and graduate students. The fund will also support the launch of several “transformative idea” projects in 2020–2021. This will include research around ways to decrease disability related to addiction.

The fund supports convergence platforms such as the CAMH BrainHealth Databank (under the leadership of the Krembil Centre for Neuroinformatics). Designed to collect all types of data from patients (e.g., behavioural, brain structure, genetic, sleep pattern, electronic health record), the databank will advance personalized treatment for mental illness.

In alignment with the “Hope through Discovery” priority action (within Inspire) and the “Patient and Family Engagement” priority action (within Include), the fund unlocks new ways to diagnose, predict, prevent and recover from mental illness. It enhances the data, platforms and analytics that support research, and enables work to integrate research with clinical practice.

2020–2021

- Launch the Toronto Adolescent and Youth CAMH Cohort Study, which follows 3,000 youth over five years to study psychosis risk and the relationship between risk trajectories and functional outcomes.

- Launch the Centre for Complex Interventions, which is dedicated to developing and testing complex interventions (e.g., integrated care pathways) and multi-step outcomes (e.g., reduced disability).

2021-2022

- Support research excellence, diversity and inclusion through competitions for emerging scientists.
- Continue to develop, invest in and monitor “transformative idea” projects with local, national and international effects.
- Leverage investments in our discovery platform toward sustainable clinical research excellence.

2022–2023

- Evaluate the Discovery Fund’s impacts to ensure ongoing progress toward its three aspirations.

CARING AND ACCOUNTABLE CAMH

This multi-year initiative builds on the strengths and increases the reliability of our clinical services to ensure the best care experiences and outcomes. For example, our efforts to prevent suicide increase in reliability when we use the same best-practice protocols with every patient. Among other benefits, this allows clinicians across CAMH to track changes in patient health over time through measurement-based care.

CAMH practice-based evidence shows that people who seek care may struggle with substance use problems in addition to their mental health challenges, so our clinicians always ask. Our response to COVID-19 presented an opportunity to test further integrated models of care. As we learn about our successes and challenges in accelerating these care advancements, it helps us to offer services that reflect a full spectrum of needs and to identify opportunities to improve people’s ability to access the care that is right for them.

This priority action represents our commitment to using technology and analytics, including our recently launched BrainHealth Databank, to expand our measurement-based care and increase access to integrated, trauma-informed models of care. With links to “Digital Health Innovation @CAMH” (within Include) and “Connected Systems of Care” (within Impact), it builds on innovation already under way (e.g., in our Mood and Anxiety and our Schizophrenia outpatient services).

2020–2021

- Expand supports that enable the implementation of measurement-based care.
- Use data and evidence to advance integrated and trauma-informed models of care across our clinical services.
- Learn from advancements made in integrated models of care during our response to COVID-19 and spread to targeted services as part of the move into our new buildings.

2021-2022

- Drive improvement in care experiences by enhancing the quality of data and analytics.

2022–2023

- Support measurement-based and integrated models of trauma-informed care across a growing number of services.
- Contribute to system change through leadership and learning around clinical, technological, analytical and improvement-related subjects.

SHKAABE MAKWA

Developed in the spirit of reconciliation, CAMH's *Guiding Directions: A Plan to Strengthen Our Practices and Partnerships with First Nations, Inuit and Métis Peoples* outlined a five-year framework for action.

Its 57 recommendations influenced change in areas including clinical care, research, governance and recruitment. In the final year of this framework, these changes inspired the evolution of the Aboriginal Engagement and Outreach program into Shkaabe Makwa, a centre for innovation and integration of practices for First Nations, Inuit and Métis wellness.

Through a focus on alignment across CAMH, Shkaabe Makwa's mission is to connect with First Nations, Inuit and Métis communities and service providers across Ontario to drive culturally relevant systems initiatives that achieve health equity and community wellness. In keeping with the focus on alignment, this priority action connects strongly to "Fair and Just CAMH" and "Responsive Access to Care" (both within Include).

2020–2021

- Launch Shkaabe Makwa as a unique and integrated centre for First Nations, Inuit and Métis wellness at CAMH.
- Establish the Leadership Circle for Shkaabe Makwa with First Nations, Inuit and Métis experts and organizational leadership.
- Carry out province-wide consultations with First Nations, Inuit and Métis communities and service providers.

2021-2022

- Recruit a new Research Chair in First Nations, Inuit and Métis Mental Health and Wellness.
- Research culturally relevant assessment and treatment models that contribute to evidence-based knowledge.

2022–2023

- Assess the effects of cultural safety training and the work of the Reconciliation Working Group (initiated under Guiding Directions).
- Analyze patient data to demonstrate the effects of culturally relevant care on health outcomes.

CONNECTED SYSTEMS OF CARE

Ontario’s health care system is in a period of large-scale transformation to provide timely, high-quality, person-centred care. We offer our resources and influence to ensure mental health stands at the centre of that transformation.

The pervasive impact of COVID-19 reinforces our belief that mental health is health. For people with mental illness, a patient-centred system must consider housing, income support, education and food security. We commit to building on existing partnerships and to establishing new ones across those sectors.

Hand in hand with Ontario health teams and the new Mental Health and Addictions Centre of Excellence, as well as community agencies, hospitals and primary care representatives, we are dedicated to creating modern, sustainable and connected systems of care that bring to life our vision of health redefined.

There are strong connections between this priority action and “Responsive Access to Care” and “Collaboration and Co-Design” (within Include) and “Caring and Accountable CAMH” (within Impact).

2020–2021

- To increase access to evidence-based cognitive behavioural therapy, scale and spread Ontario’s structured psychotherapy program alongside partners.
- To increase access to low barrier, community based care, scale and spread integrated youth services across Ontario in collaboration with partners, including youth.
- To improve outcomes, scale and spread best practices in early psychosis across Ontario by building on research from the Slight Family Centre for Youth in Transition.

2021-2022

- Engage partners in integrated knowledge translation by continuing to scale and spread structured psychotherapy, integrated youth services and best practices in early psychosis.

2022-2023

- To determine progress and co-design around gaps, leverage ongoing collaboration with the new Mental Health and Addictions Centre of Excellence in Ontario.

EDUCATION AND KNOWLEDGE EXCHANGE LEADERSHIP

The demand for mental health knowledge has grown dramatically. Combined with the imperative to rapidly scale and spread care innovations, CAMH's education and knowledge exchange work stands at the centre of unprecedented system and community capacity-building needs.

As Canada's leading mental health teaching hospital, CAMH trains a significant portion of psychiatrists in Canada, as well as thousands of other existing and emerging mental health professionals, patients and the public. Through our publications, partnerships and technology-enabled platforms, such as our Simulation Centre—the first of its kind dedicated to mental health—we drive system transformation through the spread of best practices.

Education and knowledge exchange underpin several CAMH initiatives and feature in many One CAMH priority actions, including “Collaboration and Co-Design” (within Include), “Individual and Team Health” (within Inspire) and “Caring and Accountable CAMH” and “Connected Systems of Care” (within Impact).

As an education and knowledge exchange system leader, we are committed to preparing clinicians and communities for the future by making use of technology, monitoring impact and ensuring alignment with emerging needs.

2020–2021

- Open a new, fully integrated Patient and Family Resource Centre and an expanded Simulation Centre within the state-of-the-art McCain Complex Care and Recovery Building.
- Launch a Digital and Artificial Intelligence Mental Health certificate to prepare clinicians for the future.

2021-2022

- Achieve accreditation for our mental health Simulation Centre—a first in Canada.
- Expand and increase physical and digital resources and course offerings to meet growing and future needs for mental health education and knowledge exchange.

2022–2023

- Launch a fully integrated and expanded suite of physical and digital offerings within a health literacy strategy that reflects community and system needs for better access to high-quality, evidence-based learning.

Health Redefined

One CAMH is our three-year roadmap to the future of health. To ensure advancement, we will track our progress on the priority actions and milestones and report on results every year.

With CAMH community members, we move toward a future where our commitments to inspire, include and impact encompass and infuse all that we do.

As we build individual and collective moments toward our vision of health redefined, we embrace a world reconnected.

How to reach CAMH:
Public Affairs
Tel.: 416 535-8501 ext. 34250
Fax: 416 595-6881

Switchboard
Tel.: 416 535-8501

General information
Tel.: 416 595-6111
Toll-free: 1 800 463-6273
Email: info@camh.ca

www.camh.ca

CAMH

A Pan American Health Organization / World Health Organization Collaborating
Centre

Fully affiliated with the University of Toronto

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 its field.

Visit www.camh.ca to learn more.

Docket #6073b / 06-2020 / accessible version

To make a donation:
CAMH Foundation
Tel.: 416 979-6909
Email: foundation@camh.ca

If you have concerns or compliments
about CAMH services:
Client Relations Office
Tel.: 416 535-8501 ext. 32028
Email: client.relations@camh.ca